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## PHASE 2: GARMENT MANUFACTURING PLANT LOCATION STUDY

July 1988

Report to the Tracadie - Alnwick Committee  
by

**MARCON** Management Consultants  
Conseillers en administration

# MARCON

MANAGEMENT CONSULTANTS  
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MARKETING RESEARCH AND CONSULTING • RECHERCHE ET CONSULTATION EN MARKETING

July 29, 1988

Ms. Ginette Ouellette  
Chairperson,  
Tracadie - Alnwick Committee  
Department of Commerce and Technology  
P.O. Box 6,000  
Fredericton, New Brunswick  
E3B 5H1

Dear Ms. Ouellette:

We are most pleased to present our final report of the Phase 2 of the Tracadie - Alnwick Garment Plant Location Study. Given the nature of our mandate, this report is in the form of reporting of our activities. As you are aware, the detailed recommendations regarding this initiative by the Tracadie - Alnwick Committee are set out in our Phase 1 report to the Committee dated October 1987.

This Phase 2 reporting covers the work that we carried out under the contract dated January 29, 1988 for those activities set out in our October, 1987 letter to the Tracadie - Alnwick Committee.

As a concluding comment on this Phase 2 work, a Montreal-based garment manufacturer, Ballin Inc., has initiated a detailed feasibility and labour availability study for establishing a garment manufacturing plant in the Tracadie - Alnwick area. The results of this feasibility study should be available by early September, and if favourable, we expect Ballin management to prepare a submission to the Atlantic Canada Opportunities Agency for funding of the capital investment in a new plant immediately thereafter.

As we discussed on the meeting of the Tracadie - Alnwick Committee of May 18, 1988, at this stage in the planning and evaluation work being undertaken by Ballin Inc., we believe that any additional representations that might be made to garment manufacturers could be counter-productive. Ballin management is very concerned about the availability of labour in the Tracadie- Alnwick area and they would react unfavourably if they felt that there would be competition from other garment manufacturers for quality labour during the initial start-up phase of their new plant.

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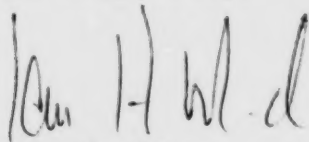
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If Ballin does locate in the Peninsula, however, in the longer term, this would undoubtedly attract other garment manufacturers to northeast New Brunswick. This plant location precedent would be particularly important in Ballin's case as this company is very highly respected in the apparel manufacturing industry in Canada. It is regarded as one of the most progressive apparel firms and is likely the largest pant manufacturer in Canada.

The active participation of you and your colleagues in Commerce and Technology and in the Atlantic Canada Opportunities Agency has been of much value to these efforts to attract garment manufacturing operations to the Tracadie - Alnwick area.

It has been most rewarding to work with the Committee and we look forward to a favourable outcome to this initiative. We welcome the opportunity to continue to work with the Committee over the coming months.

Yours very truly,



Ian H. Moodie  
President

Enclosure

PHASE 2: TRACADIE - ALNWICK GARMENT MANUFACTURING  
PLANT LOCATION STUDY

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EXECUTIVE SUMMARY

Follow-on work with Garment Manufacturers

In 1987, Marcon Management Consultants was commissioned by a Committee established for the purpose of identifying economic development projects for the Tracadie - Alnwick area of the Acadian Peninsula. Our mandate was to carry out a survey of garment manufacturers in the Montreal area in order to determine interest in locating an apparel manufacturing plant in the Tracadie - Alnwick area.

The outcome of this work was our identifying three manufacturers who expressed strong interest in locating in this area. Subsequently in January, 1988, in a Phase 2 of this mandate, we were requested to continue to work with these interested manufacturers and this report is a summary of the results of this follow-on work.

Of the three manufacturers, a major Montreal-based pant manufacturer, Ballin Inc. is now carrying out a detailed feasibility study of the labour availability in the Tracadie-Alnwick area and should make a decision regarding locating a plant there in the next 6 weeks. In our work leading up to Ballin's decision to proceed with this feasibility study, we had three

meetings with Ballin management including a major presentation to the principals of this firm. These meetings were attended by several members of the Tracadie - Alnwick committee, including Ginette Ouellette, Ross MacLeod and Maurice Cormier.

Several meetings and presentations were held with the other firms that were interested in locating a plant in Tracadie - Alnwick: Shasper Industries Inc. and Continental Shirt Company Inc. Both these firms, for largely internal reasons, decided not to pursue their expansion plans, and accordingly, not to further their considerations of locating a plant in Tracadie - Alnwick at this time.

Several contacts with other garment manufacturers were initiated although these contacts were not pursued as both Ballin and Shasper expressed strong concerns about our attracting other apparel firms to locate in Tracadie - Alnwick who would represent competition for the available labour supply.

Initial Feasibility Review of Contracting Plant in the Tracadie-Alnwick Area

We completed an initial review of the feasibility of establishing in the Tracadie - Alnwick a contract sewing plant that would service Montreal-based garment manufacturers. This feasibility

review indicated that with an initial investment, net of all ACOA and related government assistance, of \$100,000 to 120,000, a contracting plant employing approximately 23 staff with sales of \$400,000, would generate a positive cash flow in its second year of operation. As reported in our Phase 1 study, there is a strong market for this type of contracting operation from the garment industry in Montreal. Further, the existing New Brunswick contract garment plants now serving the trade here have developed favourable reputations as suppliers to this demanding industry.

Recruiting Supervisory Staff for New Brunswick Garment Plants

As a result of concerns expressed by a number of the Montreal garment manufacturers regarding finding qualified supervisory staff for New Brunswick plants, we placed recruiting advertisements in three newspapers in Montreal and Quebec and three in New Brunswick. The response to these advertisements was encouraging as out of a total of 7 responses, we had one very qualified manager expressing interest and three candidates who responded that appeared to have some potential.

As we indicated in our Phase 1 report, the most effective approach to attracting supervisory managers for this type of plant remains the training of New Brunswick supervisors, even if this requires having candidates work in Montreal plants on an apprenticeship basis for several months. The shortage of this scarce supervisory

expertise remains the most important resource required to further the development of the garment manufacturing industry in New Brunswick.

As a concluding comment, we believe that the interest in New Brunswick for garment plant locations is even greater today than it was one year ago when we carried out the initial survey work. The prospect of free trade offers the industry some very exciting market opportunities particularly given the increasing level of product and market specialization that has characterized the industry's development over the last decade. Further, the shortage in Montreal of qualified, trainable, or even willing labour to staff garment sewing plants continues to grow. Thus, we believe this labour intensive industry continues to offer a very attractive opportunity for job creation in some of less economically prosperous areas of New Brunswick.

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PLANT LOCATION STUDY

1. FOLLOW-ON WORK WITH GARMENT MANUFACTURERS

The follow-on and liaison work with the Montreal-based garment manufacturers that had previously expressed an interest in a Tracadie - Alnwick location accounted for most of the time that we spent on this Phase 2 work. We have described following the nature and extent of the contacts that we had with the four manufacturers that we identified in our Phase 1 report as having strong interest in a Tracadie - Alnwick plant location.

Updating of Information Memorandum

As a first step in this follow-up work, we updated the Information Memorandum for the recently announced programs from the Atlantic Canada Opportunities Agency. This update was based on the presentation of the Agency's programs by Mr. Ross MacLeod in Fredericton on February 26, 1988. A copy of the updated Memorandum is attached to this report in Appendix 1.

Ballin Inc.

Following the commencement of the Phase 2 work and the incorporation of the ACOA program details in the Information Memorandum, we made three presentations to the shareholders and

management of Ballin Inc. in February and March, 1988. In the second presentation attended by Ms. Ginette Ouellette and ourselves, Ballin management provided a detailed listing of the questions that they would like answered in their evaluation of a Tracadie - Alnwick location for their new garment manufacturing plant.

Based on this listing, we made a formal presentation to the Ballin management group on Wednesday, March 13, 1988. We have enclosed in Appendix 2 to this report, a copy of this presentation. This presentation was attended by Messrs. Maurice Cormier, Ross Macleod, and Ian Moodie representing the Tracadie - Alnwick Committee and by Messrs. Chuck Drimer and David Balinsky from Ballin Inc. The two most important concerns arising from this presentation were the availability and quality of the labour pool that Ballin would draw upon in the Tracadie - Alnwick area and the availability of air transportation to the Peninsula for the travel of management personnel back and forth to the plant.

The Ballin group responded very favourably to this presentation. They were particularly positive regarding the prospect of having funding available from the ACOA program to support training costs of sewing operators.

Subsequently, we met with Mr. Chuck Drimer, Vice President, Manufacturing of Ballin and the company's consultant, Dr. Allen

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Etcovitch who will undertake the labour availability study which is now underway with completion expected in August, 1988. We delivered an application for assistance with the funding of this study to Fredericton on May 18, 1988.

In discussions with Mr. Drimer in the first week of June, he reiterated the Company's very high level of interest in the project and management's wish to conclude the feasibility review as soon as possible.

Shasper Industries Inc.

We have made four presentations to Shasper Industries through the February to April period regarding a Tracadie - Alnwick location. While Mr. David Minsky, Vice-President and Director of Shasper, initially thought that starting up a plant in the Peninsula would not be feasible because of the lack of supervisory personnel, in March he found a qualified person within his own organization who is a native of the rural area of Cabano, Quebec and who would be willing to relocate temporarily to Tracadie to start-up such a plant.

In our presentations to Shasper management in March and April, continued interest was shown in the area and in the funding that could be made available to support initial training expenses.

In April, we suggested to Shasper management that they engage a consulting firm to undertake the feasibility evaluation for a new plant. Mr. Denys Williamson of the highly regarded international firm of apparel manufacturing consultants, Kurt Salmon & Associates submitted a proposal for this consulting work. We welcomed Mr. Williamson's involvement with this study as he is very familiar with garment manufacturing in New Brunswick, having worked with JML Industries in Edmundston for many years.

Following a meeting with the Shasper people on May 17, 1988 to review the consultant's proposal and to complete the ACOA application, and further telephone discussion in June, it has become apparent that Shasper management has decided not to pursue this project at this time. The company advised that its decision not to proceed is due to the less than expected cost improvement that would be forthcoming from their own plants as compared to the prices charged by contractors.

While we understand how the company reached this decision, there are other justifications for Shasper to establish their own plant other than a simple cost comparison. This includes security of supply, improved ability to negotiate prices with contractors, increased flexibility of manufacturing facilities, ability to respond very quickly to customer's requirements, if needed.

Therefore, we believe that there could well be other reasons explaining Shasper's decision not to pursue a new plant at this time. These could include the very sluggish nature of markets for apparel in Canada over the last year. Industry analysts report that consumers have not been spending the same proportion of discretionary income on apparel as they have in the preceding three to four years and this has led to a marked fall off in retail clothing sales in virtually all categories.

We are remaining in contact with the Shasper people in order to ensure them that there remains strong interest and support for their consideration of a Tracadie - Alnwick plant location.

Continental Shirt Inc.

In our four meetings in February through April with Mr. Harry Fried, President of Continental Shirt Inc., the company responded favourably in principle to the locating of a garment plant in Tracadie - Alnwick. The company completed an internal review of this project in March which was positive. Unfortunately, Mr. Fried has been very involved with several new acquisition-related projects in the last several months and has been unable to give his time to the planning for this project. In our last contact of May 17, 1988, Mr. Fried indicated that the new manufacturing plant would be put on hold until the Fall of 1988.

As part of our work with Continental, we prepared a confidential memorandum on the size and nature of a new shirt manufacturing plant that the company was considering locating in the Tracadie-Alnwick area. This memorandum has been made available to members of the Tracadie - Alnwick Committee.

One of the concerns that Mr. Fried has continued to express regarding manufacturing in Tracadie - Alnwick is the difficulty of finding management and supervisory personnel to operate the plant. As we have reported to the Committee, Continental's shirt requirements are manufactured by a well established contractor located in the Beauce region of Quebec. As a result, Continental does not have within its own organization the production and management expertise to establish a new plant. The work that we completed in March to recruit supervisory personnel for such a plant was useful in helping to allay Mr. Fried's concerns in this regard. Further comments are made regarding this recruitment program later in this report.

#### 1.4. Creations Portofino Inc.

We met with the owners of this small contracting operation on two occasions over the last three months. A memo to the file summarizing the results of our principal meeting our set in Appendix 3 to this report.

Creations Portofino had expressed in becoming involved as a partner in a contract manufacturing operation in Tracadie-Alnwick. This firm specializes in contract cutting work and has been looking to expand into sewing contracting. Their interest in this project was conditional upon finding a partner in the Tracadie - Alnwick area that would have an interest in joining such a project.

At this time, with the pending decision of Ballin, we have not pursued our discussion with the owners of Creations Portofino. If a party was interested in operating a contract sewing plant in Tracadie - Alnwick and needed a contact with excellent knowledge of the apparel manufacturing industry in Montreal to obtain contract sewing work for this plant, the Creations Portofino owners remain interested in discussing some form of venture.

#### 1.5 Other follow-up contacts

In addition to the four firms mentioned above, we re-contacted two other manufacturers that expressed some interest in our work of last Fall. These are Triton Industries and Irving Samuel.

Triton Industries reported to us that their interest in expanding their own manufacturing plant had been postponed until there was an improvement in the operating results of the company.

In our follow-up contact with the Vice President of Irving Samuel, Mr. Barry Bly expressed interest in pursuing discussions. However, we have not furthered these discussions, the reasons for not doing so relate to the strong concerns reported by both Ballin and Shasper regarding other manufacturers going to the Tracadie-Alnwick area and the unfavourable impact this would have on their own start-up.

2. NEW CONTACTS WITH ADDITIONAL MANUFACTURERS

In the original work plan for this Phase 2, we allocated approximately 25% of the activity to contacting for the first time another 15 garment manufacturers for the purpose of making presentations on locating in the Tracadie - Alnwick area. We have not completed these contacts because of the unfavourable impact it would have on the decision process of Ballin and Shasper prior to their withdrawal. As we indicated in our April 25, 1988 interim reporting to the Tracadie - Alnwick Committee, we do not believe that this is the appropriate time to make new contacts for this reason. If we were to actively solicit new prospects, the management of our two existing candidates would quickly become aware of these contacts given the effective communication network amongst the garment industry's participants.

Notwithstanding the above, presentations regarding New Brunswick and Tracadie - Alnwick plant location opportunities were made by

our contacts in the industry to a Toronto based pant manufacturing company and to two other Montreal-based firms and our Information Memorandum was made available to them. We have appended herein copies of correspondence relating to these contacts.

3. INITIAL FEASIBILITY REVIEW OF A CONTRACTING PLANT  
IN TRACADIE - ALNWICK

Introduction and Background

In our report to the Committee of October 30, 1987, we concluded there were two alternative approaches that could be used to attract garment manufacturing activity to the Tracadie - Alnwick area of New Brunswick, and these are:

Alternative 1): attract a large integrated manufacturer of garments such as a Ballin that could bring all of the resources required for a new manufacturing plant including markets, suitable production volumes, knowledge of sewing operations, and the supervisory staff required to manage the plant and train the sewing operators.

Alternative 2): attract a much smaller contract manufacturer who would have knowledge of the contract sewing requirements of the Montreal-based apparel manufacturing industry and who would start a small contract sewing operation in the Tracadie - Alnwick area to serve the Montreal market.

In proposing the second alternative, we envisaged that if a large manufacturer could not be found to pioneer a start-up of these manufacturing activities in Tracadie - Alnwick, then the necessary parties could be brought together to start a smaller contract operation. With an initial capital investment supported by government assistance programs, it might well be possible to encourage a local investor together with a Montreal-based contact to start such a plant.

The most important ingredient that would make this undertaking attractive to the principals is the ready availability of contract sewing work from the Montreal apparel manufacturing industry. At the time of our work in 1987, it was apparent that there was a very strong demand in the industry for capable contractors and this demand continues.

This strong demand for contract manufacturing services led to our proposing that we evaluate the feasibility, on a preliminary basis, of such a contract manufacturing operation. Further, we recommended that undertake some recruitment work of supervisory staff capable of operating this type of plant. The results of the recruitment work are set out in Section 4 of this report which follows. We have indicated here the initial review of the feasibility of such a plant. While this initial review does not

contain the detailed production, marketing and financial planning of a full feasibility study, it does give a good indication of the size and nature of the investments that would be involved.

Initial Feasibility Review - Contract Sewing  
Plant for Tracadie - Alnwick.

Products to be Sewn: we have based this feasibility review on the assumption that the product to be manufactured will be of relatively simple construction in order to facilitate the training of operators and to reduce the risk of production errors that can arise in a start-up situation. We have assumed that product is simple sportswear jogging suit, including both tops and bottoms, manufactured from knit fabric, with relatively simple collar and shoulder construction.

This type of knit sportswear, at one time considered a simple sweat shirt, has become in recent years a much more stylish wardrobe staple. It is sold in substantial quantities through all of the department stores, mass merchandisers, and specialty stores. A large proportion of the knit fabric for these fleece knit garments are manufactured in Canada which in part explains why there remains a substantial production

of these garments in Canada. This sportswear is a relatively price competitive item and an efficiently operating New Brunswick plant could provide the manufacturer with an important cost advantage in this market given the lower labour costs prevalent for this type of plant in the Province.

Total Employment: The total employment would at the outset be 23 persons in the following job categories.

| <u>Number</u> | <u>Categories</u>                                                                                 |
|---------------|---------------------------------------------------------------------------------------------------|
| 18            | Sewing operators                                                                                  |
| 1             | Bundle separator hand                                                                             |
| 1             | Floor lady - trainer of sewing operators                                                          |
| 1             | Packer - shipper                                                                                  |
| 1             | Office clerk - bookkeeper                                                                         |
| 1             | General Manager, responsible for much of the selling function, liaison with the Montreal contact. |

23 Total Employees

Sewing Operations: The 18 sewing operators, working 40 hours weekly for 46 weeks per year.

-Gross hours available for sewing work - 720 hours.

-680 net hours after approx. 5% allowance for absenteeism

Rate of Pay: \$6.00 per operators plus 15% fringe benefits to cover holidays (5%), vacation pay (5%), other employer's contributions (5%).

Operating characteristics: following are the operating characteristics for the plant presented for Year 1, the start-up and training year, and year 2 when we would expect the plant to begin to meet acceptable levels of operating productivity.

|                                                     | <u>Year 1</u> | <u>Year 2</u> |
|-----------------------------------------------------|---------------|---------------|
| Total workable hours                                | 680           | 680           |
| Number of weeks worked                              | 46 weeks      | 46 weeks      |
| Total production hours<br>per annum                 | 20,300 hrs.   | 25,000 hrs.   |
| Standard minutes of sewing<br>time per garment      | 15 mins.      | 15 mins.      |
| Operating efficiencies against<br>industry standard | 65%           | 80%           |
| Number of garments                                  | 81,200        | 100,000       |

Garment Costing

|                                             |             |             |
|---------------------------------------------|-------------|-------------|
| Cost per garment, direct<br>and indirect(1) | 3.45        | 2.27        |
| Trimming materials(2)                       | .35         | .35         |
| Transportation(one way)                     | .25         | .25         |
| Total Garment Cost                          | <u>4.05</u> | <u>2.87</u> |
| Selling price(3)                            | \$4.00      | \$4.00      |
| Profit margin per garment                   | (\$0.05)    | \$1.13      |

Notes:(1) The calculation of this total garment cost is based on the apparel manufacturing standards as to overall operating efficiency levels of 65% in Year 1 and 80% in Year 2. These operating efficiency standards reflect and non-productive time.

The breakdown between direct and indirect is normally two-thirds direct and one-third indirect manufacturing

cost. Indirect manufacturing cost for this type of operation would include all production salary overhead, rent, utilities, etc.

- (2) Trimming materials include thread, buttons, packaging materials, etc. and are normally costed separately.
- (3) The selling price for the sewing of this type of garment is based on generally accepted industry levels and will vary considerably (along with the cost) with the complexity of the garment and its finishing.

Overhead Expenses: the listing below sets out the principal administrative overhead expenses. These exclude the production related indirect costs which are included in the garment costing shown above. As well, it excludes extraordinary start-up costs in year 1.

| <u>Category</u>             | <u>Description</u> | <u>Cost</u>     |
|-----------------------------|--------------------|-----------------|
| General Manager             |                    | \$35,000        |
| Travel                      |                    | 15,000          |
| Telephone, communications   |                    | 5,000           |
| Stationery, office supplies |                    | 5,000           |
| Mechanics shop              |                    | 5,000           |
| Professional fees, sundry   |                    | 10,000          |
| Total                       |                    | <u>\$75,000</u> |

Listing of Capital Equipment: Equipment for 25 workplaces, including the 18 main sewing operations set out earlier plus the finishing, inspecting, tagging, and packaging operations as well as several optional special operations.

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| <u>Sewing Operation - Equipment</u>                                                           | <u>Number</u> | <u>Cost</u>          |
|-----------------------------------------------------------------------------------------------|---------------|----------------------|
| <u>Sewing machines</u>                                                                        |               |                      |
| Blind stitch sewing machine                                                                   | 1             | \$3,500              |
| Overlock - blind stitch                                                                       | 1             | 3,500                |
| Overlock - plain machines                                                                     | 6 @ \$3,500   | 21,000               |
| Single needle lock stitch                                                                     | 4 @ \$2,500   | 10,000               |
| Chain stitch machine                                                                          | 2 @ \$3,000   | 6,000                |
| Tacker                                                                                        | 1             | 2,500                |
| Buttonhole                                                                                    | 1             | 5,000                |
| Button sewers                                                                                 | 1             | 3,000                |
| Specials-operations                                                                           |               |                      |
| to be identified                                                                              | 5 @ \$5,000   | 25,000               |
|                                                                                               |               | <u>\$79,500</u>      |
| <br><u>Pressing, Inspecting, Packaging</u>                                                    |               |                      |
| Press table                                                                                   | 1             | 4,000                |
| Folding table                                                                                 | 1             | 1,000                |
| Poly bagger for hanging garments                                                              | 1             | 500                  |
| Inspection station                                                                            | 1             | 2,000                |
|                                                                                               |               | <u>7,500</u>         |
| <br><u>General Equipment</u>                                                                  |               |                      |
| Boiler for steam for pressing operations<br>(assumes furnace for heating already<br>in place) |               | 5,000                |
| Compressor for vacuum lines, compressed air                                                   |               | 3,000                |
| Feed rails, lights and installation<br>cost for equipment                                     |               | 15,000               |
| Shelving, buggies                                                                             |               | 5,000                |
| Micro-computer and basic software                                                             |               | 8,000                |
| Luncheon room                                                                                 |               | 2,000                |
| Office equipment and furniture                                                                |               | 5,000                |
|                                                                                               |               | <u>43,000</u>        |
| <br>Total Machinery and Equipment                                                             |               | <br><u>\$130,000</u> |
| <br>Engineering, development, start-up costs                                                  |               | <br>35,000           |
| Leasehold improvements                                                                        |               | 35,000               |
| <br>Total Capital Investment                                                                  |               | <br><u>\$180,000</u> |

This total investment of \$200,000 assumes a relatively complete range of new equipment and can be considered to be the optimum investment required. If a sewing manufacturing plant was set up

to produce one single type of garment, these expenses could be reduced considerably. Also, with this initial investment, the capacity of the plant could be increased by up to 33% by simply adding the additional direct labour and the basic sewing machines required to increase capacity on a limited number of sewing operations.

Initial Feasibility: Following are the summary financial characteristics of the sewing operation together with an estimate of the total investment requirements, net of the financial assistance from the Federal and Provincial government programs.

Proforma Financial Statements

|                                                      | <u>Year 1</u> | <u>Year 2</u> |
|------------------------------------------------------|---------------|---------------|
| Unit Sales                                           | 81,200        | 100,000       |
| Unit Selling Price                                   | \$4.00        | \$4.00        |
| Total Unit Cost                                      | <u>\$4.05</u> | <u>\$2.87</u> |
| Unit Margin                                          | <u>(0.05)</u> | <u>1.13</u>   |
| <br>                                                 |               |               |
| Total Sales                                          | \$324,800     | \$400,000     |
| Contribution Margin                                  | (\$4,000)     | \$113,000     |
| Administrative Overheads                             | <u>75,000</u> | <u>75,000</u> |
| Cash flow before depreciation,<br>interest and taxes | (\$79,000)    | \$38,000      |

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Balance Sheet Items - Working Capital

|                                                                |                      |
|----------------------------------------------------------------|----------------------|
| Receivables, averaging one week's sales                        | \$9,000              |
| Inventories of trimmings, covering<br>one month's requirements | <u>\$3,000</u>       |
| Total Current Assets                                           | \$12,000             |
| <br>Payable of one week's payroll                              | <br><u>(\$5,000)</u> |
| <br>Working capital before bank<br>financing                   | <br><u>\$7,000</u>   |

Summary

This initial feasibility review is based on realistic and achievable projections of capital costs, operating efficiencies and overhead expenses. The Year 2 operating efficiencies projected at 80% of industry standard should reach levels of 100% to 120% after three to four years of operation and with ongoing investments in methods engineering and other productivity requirements and with more efficient production volumes. One of the limiting factors in making these investments for a contract manufacturing operation is the difficulty of longer term planning of the investments in equipment given the risks inherent when serving a number of manufacturers, each of with different needs and whose business turns over regularly.

The projected Year 1 losses of \$80,000 could be reduced considerably if a training subsidy was available to support the first six month's operations when operating efficiencies will

range from 25% to 50% of industry standard. Accordingly, in indicating the project feasibility below, we have assumed that a training subsidy was available which would be equivalent to this negative cash flow.

Project Investment and Financing: The total investment for the project has been developed using the following assumptions:

|                                                |                 |
|------------------------------------------------|-----------------|
| Capital Investment, Equipment                  |                 |
| \$200,000 net of                               |                 |
| 50% ACOA capital contribution                  | \$100,000       |
| Less Contribution of 40% Investment Tax Credit |                 |
| on investment in machinery and                 |                 |
| equipment of \$130,000.                        | (\$52,000)      |
| Plus Working capital requirements:             | \$7,000         |
| Training support: we assume that a             |                 |
| training subsidy of \$80,000 is available      |                 |
| under the ACOA program to cover initial        |                 |
| training requirements which would be           |                 |
| equivalent to the Year 1 cash flow shortfall;  |                 |
| thus we have not shown any financing need      |                 |
| for the first year's losses.                   | =               |
| Net Financing Requirement                      |                 |
| before interest costs                          | <u>\$55,000</u> |

Total Financing Required: we project a net financing requirement of approximately \$50,000 to \$70,000. On a cash flow basis, there would be need for an initial financing contribution of

approximately \$100,000 to \$120,000 as the contribution from the investment tax credit shown above would only be recovered as a credit against taxes paid in future years.

We have not calculated here the interest expense as this would depend on how the initial investment was financed and the degree to which the project relied on bank financing. For this reason, we have not allowed for the 6% interest rate subsidy program offered as part of the ACOA incentives.

The shareholders should begin to earn a return on their investment in the second year of the project, when a positive cash flow before interest expense of \$38,000 is projected.

4. RECRUITING OF SUPERVISORY STAFFING FOR GARMENT  
MANUFACTURING PLANTS.

As noted earlier, we recommended to the Committee that it would be useful to undertake a trial program to recruit supervisory personnel for a garment plant in New Brunswick given the importance of finding these relatively scarce management resources for garment manufacturers considering locating there.

The recruitment trial program was carried out in March, 1988 and single-insert, two column recruitment advertisements were placed in the following newspapers in Quebec and New Brunswick.

Quebec

- The Gazette, Montreal
- La Presse, Montreal
- L'Eclaireur-Progres (the principal commercial newspaper in the Beauce region of Quebec, an important garment manufacturing centre).

New Brunswick

- Le Matin, Moncton
- Le Cataract, Grand Sault
- Le Madawaska, Edmundston

Of these newspapers, the Gazette provided the best response as it is the most widely used advertising medium for the garment manufacturing industry in Montreal and Quebec. Copies of the recruiting advertisements are attached in Appendix 4 and the curriculum vitae's received in response to these advertisements are included in Appendix 5 to this report.

In Quebec, we received 7 responses to this advertisement. Letters of acknowledgement were forwarded to all of the applicants and we conducted personal interviews with three of the candidates. The most capable candidate was a M. Michel Beaudet who has a very strong background in the garment manufacturing industry. We are still in contact with Mr. Beaudet and he understands that an opportunity may yet present itself from one of the three candidates considering Tracadie - Alnwick. We have discussed his credentials with Shasper and Continental.

The second attractive applicant that responded to the recruitment advertisements was a 21 year old native of Dalhousie who had recently graduated from Lasalle College, the Montreal technical college that specializes in training people for the apparel manufacturing industry. Having received this training, this lady, Aldea Boissoneault, was interested in moving back to New Brunswick and working in a garment plant. In our personal interview with Miss Boissonneault, we were most impressed by her enterprising spirit although her supervisory experience is limited. We arranged for her to meet the Shasper people and we understand that she is awaiting news of their undertaking the project.

Conclusion regarding Supervisor Recruitment

As regards the usefulness of this recruitment advertising trial, it remains that there is difficulty of attracting supervisory people to New Brunswick garment plants, particularly when located as far east as the Peninsula. This trial to recruit supervisors was useful in that it indicated that this was not an impossible barrier to overcome and that there was some capable supervisory people working in Montreal who were prepared to consider working in New Brunswick.

As noted earlier, this recruitment program enabled us to overcome some of the initial concerns of Continental Shirt Inc. Further,

our ability to send Shasper a candidate who has some good initial training in garment manufacturing was well received.

Notwithstanding the response to this advertisement, it remains, however, that in the longer term these supervisory managers should be developed from within the Province. The supervisory training program for management personnel for apparel plants that we recommended in our earlier report would be most welcomed both by manufacturers already located in the Province and by those considering locating there.

APPENDIX 1

Information Memorandum (updated March, 1988)

**AN INFORMATION MEMORANDUM**

**OPPORTUNITIES  
FOR  
GARMENT PLANT LOCATIONS  
IN  
THE TRACADIE-ALNWICK REGION  
OF  
THE ACADIAN PENINSULA OF NEW BRUNSWICK**

**MARCH 1988**

**FOR FURTHER INFORMATION:**

Ginette Ouellette or Lucien Boudreault of  
New Brunswick Commerce and Technology, at 506-453-3981

or

Gérard Brideau, Industrial Commissioner for the  
Acadian Peninsula, at 506-395-2261

or

Ian Moodie, Marcon Management Consultants, at 514-393-1378

## IN BRIEF

The Economic Expansion Commission for the Acadian Peninsula of New Brunswick believes that the under-utilized work force of this region offers garment manufacturers very attractive opportunities for locating highly productive sewing plants in this area.

The Acadian Peninsula is well known for its very industrious, self reliant people, with a spirit and work attitude comparable to that found in the Beauce region of Quebec.

This memorandum presents to apparel manufacturers key information regarding the locating of plants in the southern most part of the Peninsula, in the Tracadie - Alnwick area of the Acadian region. Specifically, garment manufacturers will find there:

- \*Hourly wage rates of \$5.00 to \$5.50 per hour for sewing operators.
- \*Good availability of female workers in their 20s and 30s willing to be trained in engineered sewing production techniques.
- \*Some sewing operator experience in the work force, experience working in engineered work environments.
- \*Ability to establish non-union plants, with no provincial parity committee structure.
- \*Availability of experienced supervisory personnel.
- \*Very attractive leased space and property tax costs, as compared to Montreal.
- \*11 hour driving time from Montreal to Tracadie with daily commercial jet air service to within 50 km., to Chatham, N.B.
- \*Very attractive Government support programs for smaller projects through the New Brunswick Financial Assistance Program for Small Industry, and for larger projects through the Federal Atlantic Canada Opportunities Agency.



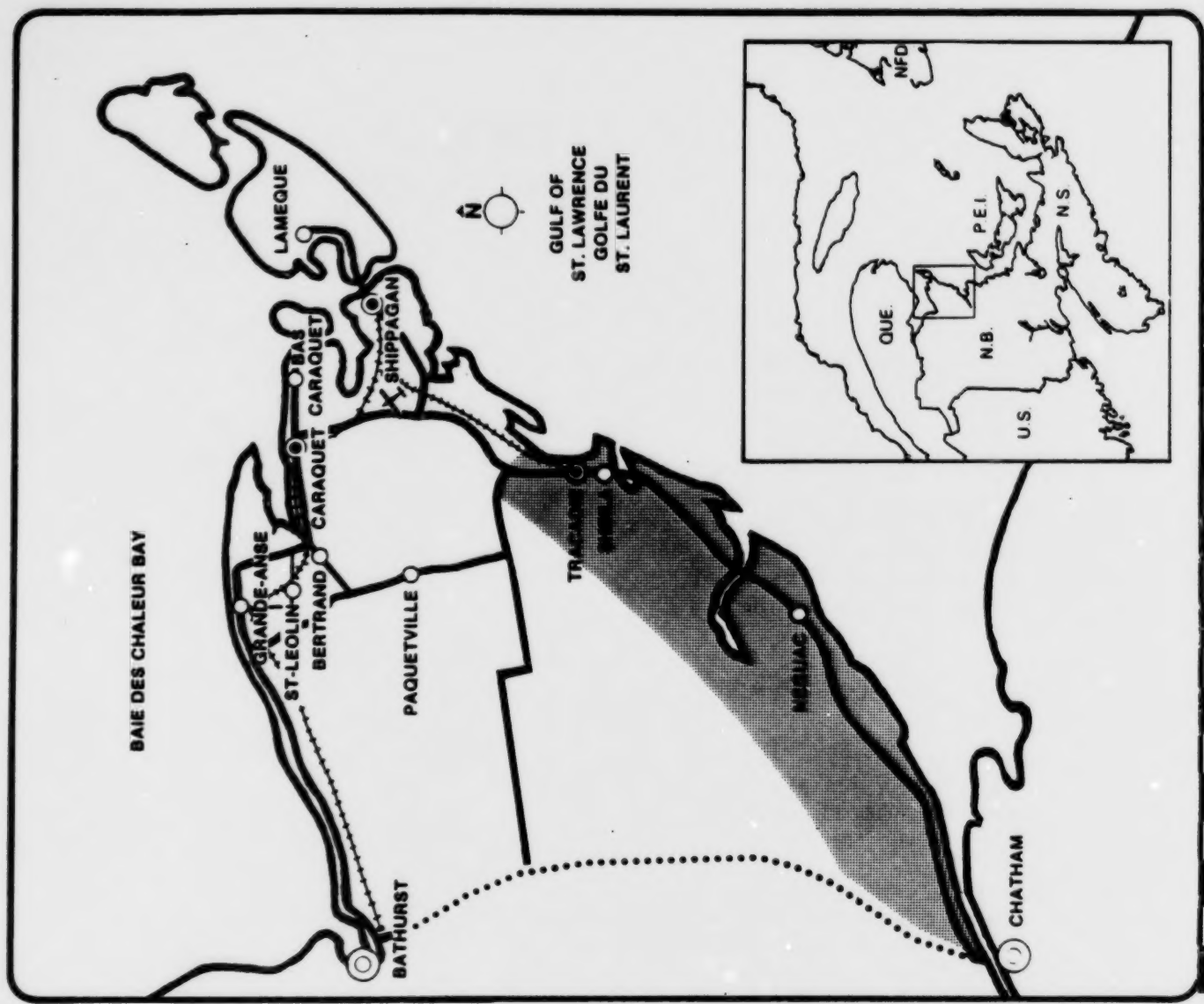
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# THE ACADIAN PENINSULA

# LA PENINSULE ACADIENNE

La Région  
TRACADIE - ALNWICK  
Area



## 1. INTRODUCTION AND PURPOSE OF THIS PRESENTATION

The map opposite illustrates the Acadian Peninsula and within this region, the Tracadie - Alnwick area. The Acadian Peninsula, with a population of some 58,000, has the greatest concentration of french-speaking persons within New Brunswick and its primary economic activity has been in fishing and fish processing much of which is in the crab industry. The Tracadie - Alnwick area is the southern most part of the Peninsula and has a population of 23,000.

In the last five years, there has been a significant increase in activity in the garment manufacturing industry in New Brunswick. With few exceptions, these apparel manufacturing plants are non-unionized contractor-type operations that have been attracted to the Province because of the availability of a lower cost work force. The largest of these plants is a shirt contracting operation, La Chemise J.M.L. Ltee., employing some 300 workers in two locations in Edmundston. There are another 15 plants employing between 25 and 100 workers.

This increasing interest in garment manufacturing in New Brunswick has led to this initiative, to attract garment manufacturing plants to the Tracadie - Alnwick area of the Acadian Peninsula. The most important reason for a manufacturer's consideration of such a location is the availability of a dependable and committed work force, willing to accept employment at \$5.00 to \$5.50 per hour.

Over the last decade, one of the larger sources of employment in the region has been the crab processing industry. In the last two years, the size of the crab catch has been significantly reduced which in turn has led to a marked reduction in the employment in the crab processing plants. This has resulted in a much greater availability of workers with experience suitable as sewing operators, in fast-paced engineered manufacturing operations.

The reason for considering the Tracadie - Alnwick area for a plant location is that the greatest concentration of available workers reside in this region. The two largest communities in this area are Tracadie and Neguac, as shown on the enclosed map. Tracadie is the commercial centre of the Acadian Peninsula with the greatest concentration of retail and commercial services.

This memorandum presents some of the more important information that will assist manufacturers in considering a location in this area.

## 2. THE AVAILABLE WORK FORCE

### Size and Skills of Work Force

In the Tracadie - Alnwick area of the Acadian Peninsula, the local Employment and Immigration Office estimates that there are immediately available between 500 and 1000 workers with suitable work experience for employment as sewing operators in a garment plant.

This work force consists principally of ladies ranging in age from 18 to 40 years old. Most of these have had work experience in crab and fish processing plants. Some have had experience as sewing operators in garment factories. This garment factory experience was most often gained by many of the workers who left the region to find jobs in factories in Montreal and have subsequently returned to the Acadian Peninsula. Knowledgeable employers in Montreal offer very favourable comments about the Acadian worker and his or her hard working and dependable nature.

Even though some of these workers have had garment trade experience, a sewing plant employer would require a training program to introduce engineered sewing techniques. Most of the employees have had considerable experience in crab plants, work which is fast paced and requires a high degree of manual dexterity. In addition, these workers would welcome piece work incentives and the prospect of the rewarding of individual effort.

### Unions, Parity Committees

A garment manufacturing plant can be established in the Tracadie - Alnwick area with no risk of having a unionized work force. There are union plants in the Acadian Peninsula, but most of these are branch plant situations in some of the fish processing operations. There are no parity committees or similar structures in place in New Brunswick which establish wage levels or working conditions for apparel manufacturers.

As in Quebec, there is labour standards legislation (<Normes de travail>) which establishes the minimum wage (\$4.00 per hour), the minimum work week (44 hours) and overtime (at time and one-half over the minimum).

### Wage Levels

The local Canadian Employment Centre is of the opinion that there is very good availability of labour suitable for employment as sewing operators at the \$5.00 to \$5.50 per hour level. For operators with no sewing experience, the minimum wage of \$4.00 would be paid for an initial training period. In the union plants, hourly wages paid are \$6.50 per hour.

Basic fringe benefits are similar to those paid in Quebec, with vacation pay of 4% and the normal statutory holidays. There is one important difference between the fringe benefits paid in Quebec and those paid in New Brunswick. In Quebec, the medical

insurance coverage (RAMQ) is funded by an employer's contribution which in 1988 amounts to 3.2175% of gross payroll. In New Brunswick, there is no employer's contribution to this insurance, nor is there an employee's contribution as the insurance is funded directly by the Province from general tax revenues.

#### Supervisory Personnel

In the Acadian Peninsula, there are experienced supervisory personnel available for a garment manufacturing plant. Some of these individuals have some supervisory experience in garment manufacturing in Montreal and have returned to their homes and families in the Peninsula. Most have acquired their supervisory experience in the local fish and crab processing plants. Salaries paid to first level supervisory personnel of this nature would be between \$300 and \$400 weekly.

#### Technical Personnel

The other critical skills that a manufacturer would look for in setting up a new plant in this area are, firstly, trained repair technicians who have had experience repairing and maintaining sewing machines and related equipment. Secondly, there would be a need for industrial engineers and similar technical personnel who could assist with layouts, work flows, time studies, incentive programs, etc. In both cases, individuals with strong technical backgrounds, although probably not in the garment industry, are located in the Region and could after some initial

training make a contribution to a new plant. Some of the people with technical skills would be retired military personnel, a considerable number of whom reside in the Acadian Peninsula (the large Chatham Armed Forces Base is situated at the base of the Peninsula).

### 3. MANUFACTURING SPACE

The cost of land and buildings in the Peninsula is from one-third to one-half of these costs in Montreal. This translates into greatly reduced cost of leased manufacturing space. For a typical manufacturing space of 10,000 square feet, the net lease costs for factory space would be from \$2.00 to \$3.00 per square foot.

Should a manufacturer consider buying land or land and building for a plant, there is an abundance of suitable sites and facilities at very attractive costs. As to the availability of 5,000 to 10,000 square feet of leased manufacturing space, a recent tour of the area indicated that there is a good selection of buildings available for lease of a size range that could be converted easily into a sewing plant, without significant investments. There would be need to install air and steam facilities.

In addition to lower space costs, property taxes are significantly lower in the Peninsula as compared to Montreal. For comparable space, property and municipal business taxes in Tracadie are 20% of the taxes or 80% lower than the taxes paid in Montreal, after allowing for lower levels of tax rate and property valuation.

#### 4. TRANSPORTATION

##### Truck Transportation

There is a good availability of truck transportation for the Peninsula from both common carriers and from private truckers with readily available service to Montreal. The total driving time to Montreal from Tracadie is 11 hours, or overnight trucking service.

Common carriers have quoted truckload rates of \$1600 per truckload for a Tracadie to Montreal full load, of some 2700 cu.ft. in a 45 ft. trailer. The rates from a private carrier would likely be in the range of \$1300 per load.

There is a transportation subsidy program available for manufacturers located in New Brunswick which reduces the cost of goods being shipped west to Quebec and other Canadian markets. For a garment manufacturer located in Tracadie that was shipping finished goods to a warehouse in Montreal, this subsidy would

reduce the freight costs mentioned above by 13.5%. The subsidy is paid to the carrier who submits claims directly to the government agency responsible for administering the program.

#### Air Transportation

At the present time, there is daily commercial jet service to Chatham, N.B., which is located at the base of the Acadian Peninsula. The service is provided by Canadian Airlines International Limited (formerly C.P.Air and Eastern Provincial Airways) with one stop, at a regular fare of \$310 return.

In addition to the regularly scheduled service to Chatham, there is an airport in the Peninsula located between Tracadie and Caraquet, operated by the regional Economic Expansion Commission. Charter air services are available at this airport facility.

### 5. GOVERNMENT ASSISTANCE

#### New Brunswick Provincial Government Assistance

For smaller projects, the most useful program available to assist a new manufacturing venture in the Peninsula is the New Brunswick Small Industry Financial Assistance Program (or S.I.F.A.P.). In brief, this program will provide a grant of 50% of eligible capital expenses (buildings, lease-hold improvements, new equipment) up to a maximum of \$150,000 of these expenses. Therefore, assuming that all expenses are eligible, the maximum contribution is

\$75,000. Unlike many programs of this nature, S.I.F.A.P. advances 50% of the funds at the beginning of the project and the balance upon completion.

#### Atlantic Canada Opportunities Agency Action Program

1. Capital Contribution Grants. The recently announced Action Program of the Atlantic Canada Opportunities Agency (hereafter ACOA) allows for grants of 50% of eligible capital costs (these include equipment, machinery, building, leasehold improvements, technology licenses, etc.) but exclude working capital, apart from the interest cost contribution program outlined below. To be eligible, the ACOA program requires an equity contribution by the investor of 20% of the total investment. Thus, for a total project of \$1 million, the capital contribution grant of the ACOA programs would amount to \$500,000.

2. ACOA Interest Cost Buy Down. In addition to the grant, there is assistance available to reduce interest costs on any term financing used for the investment. The interest rate buy down amounts to a 6% reduction from the actual rate paid with the term of the loan normally not to exceed 7 years.

Thus, for the above-mentioned \$1 million project, if \$300,000 of the capital cost was borrowed from financial institutions, the benefit of the interest buy-down would be \$18,000 in the first year. If there was a five year term loan with blended repayments

to finance the \$300,000 balance of the investment, the total amount of interest reimbursed by the program over this period would amount to approximately \$45,000.

3. Investment Tax Credit. In addition to the grant and the interest buy down portion of the program, there is a federal investment tax credit for investments in equipment and machinery (but not buildings or leasehold improvements as in the case of the ACOA grants), which in the northern part of New Brunswick, is 40% of the eligible investment costs, net of any grant. This 40% rate of investment tax credit compares to 30% in most other areas of Atlantic Canada and 20% elsewhere in Canada.

In the case of the \$1 million investment referred to above, if all capital costs were eligible and if the ACOA capital contribution funded 50% of the total investment, this investment tax credit would amount to \$200,000 (i.e. 40% of the net investment of \$500,000).

To summarize, for a new industrial project representing an investment of \$1 million in machinery and equipment, the structure of the programs available in northern New Brunswick provide for \$500,000 capital contribution grant, \$200,000 of investment tax credit, and approximately of \$45,000 contribution to interest cost over the repayment period.

In addition to this financial assistance, the ACOA program offers considerable support for feasibility, technology search, pre-investment and related studies. In most cases, the subsidy for these studies amount to 75% of the study cost.

The Atlantic Canada Opportunities Agency has informed the business community that the Agency has recognized the need and will be able to respond very quickly for the review and approval of applications submitted to its programs. The new structure of the Agency allows for approval of all but the largest projects at the provincial office to which the application is submitted which, in this case, is Fredericton.

#### Assistance with Training

Over the last ten years, there has been available a number of programs, most often from the Federal Department of Employment and Immigration, to assist new ventures with training expenses. Other programs to support training have been available from the New Brunswick Provincial Government. Frequently, this assistance has been in the form of a subsidy to help defray wages in the initial start-up period of a new venture when newly hired employees are undergoing on-the-job training. Once a specific project is presented to these Federal and Provincial Agencies, both indicated strong interest in seeing what they could do at the time to assist with training costs.

In addition to direct training assistance, the local community college serving the Peninsula which is located in Bathurst, will set up training programs for sewing plant operators. Similar programs have been being established in the Edmundston area.

#### Indirect Assistance

The Acadian Peninsula has a very active Economic Expansion Commission service which gives a very high priority to encouraging business and to the attraction of industry. The services of the Commission will be very helpful to a new manufacturing venture. The Commission will ensure that all government assistance programs are made available. It will introduce local services and assist to ensure that the community does all possible to make the new venture a success. The importance of jobs creation for the region leads to the local, regional, and provincial government authorities giving a very high priority to assisting job creating enterprises.

#### 6. GENERAL INFORMATION

For the first time visitor, the Acadian Peninsula leaves one with the impression of being a very liveable community. The area abounds with natural splendors, combining the attraction of a seaside location with an abundance of forests, rivers and streams with excellent salmon and trout fishing. The parallel that has been drawn between the Acadian Peninsula and Quebec's Beauce

region is very evident in the energetic and entrepreneurial nature of the Acadian people.

Should a manufacturer consider having a supervisory or engineering staff member move to the area for the plant start-up, following is listed some of the more frequently requested information regarding living in the area.

- Personal income taxes: approximately 18% lower in New Brunswick than in Quebec (at \$30,000 per year gross income at 1987 single tax rates); this saving is partially offset by a higher retail sales tax.
- Housing prices: at least 50% below current prices in Montreal (\$50,000 for 3 bedroom bungalow).
- Sports activities: excellent fishing (deep sea, trout, salmon), hunting, golf, swimming pools, arenas, tennis courts, marinas, bowling, etc.
- Entertainment: very good restaurants, numerous fast food outlets, touring artists and concerts, cinemas, cable television brings in full Canadian and U.S. services.
- Schools: full primary, secondary, collegiate and university level schooling, most available in both french and english languages.

#### 7. FOR FURTHER INFORMATION

The Department of Commerce and Technology of New Brunswick together with the Federal Government's Atlantic Canada Opportunities Agency has a working committee established specifically to promote economic development opportunities for the Tracadie -

Alnwick area of the Acadian Peninsula. Two representatives on this committee would welcome the opportunity to discuss projects in the area. These representatives are:

Ms. Ginette Ouellette, Chairperson,  
Tracadie - Alnwick Committee  
and  
Mr. Lucien Boudreault, Industrial  
Development Officer  
of the  
Department of Commerce and Technology of  
New Brunswick  
P.O.Box 6,000, Centennial Building  
Fredericton, New Brunswick E3B 5H1  
506-453-3981

In Tracadie, Mr. Gerard Brideau, General Manager (Acting) of the Economic Expansion Commission of the Peninsula Inc. will be very pleased to answer any queries, arrange for a tour of the area, visit possible plant locations, arrange introductions to the Canadian Employment Office and/or to possible supervisory personnel. The Commission is well experienced in assisting new ventures to apply for and take advantage of all government assistance programs. In addition, the Commission will assist in locating suitable premises for a plant and in providing introductions to the local services. Mr. Brideau can be reached at :

Economic Expansion  
Commission of the Peninsula Inc.  
C.P. 940  
Tracadie, New Brunswick E0C 2B0  
506-395-2261

This memorandum has been prepared by Marcon Management Consultants, a Montreal-based consulting firm on contract to the New Brunswick Department of Commerce and Technology and the Economic Expansion Commission of the Peninsula Inc.

In Montreal, Mr. Ian Moodie of Marcon will be pleased to provide further information of plant location opportunities in the Peninsula, and to introduce any interested party to the Economic Expansion Commission in Tracadie. Mr. Moodie can be reached at:

Marcon Management Consultant  
Suite 1750, 555 Dorchester Blvd. West  
Montreal, QC H2Z 1B1  
514-393-1378

**Presentation on Plant Location Opportunities to**

**BALLIN INC.**

**Mr. David Balinsky, President**

**Mr. Chuck Drimer, Vice-President, Manufacturing**

**by**

**The Tracadie-Alnwick Committee**

**The Atlantic Canada Opportunities Agency**

**The Department of Commerce and Technology of New Brunswick**

**April 13, 1988**

# MARCON

MANAGEMENT CONSULTANTS  
CONSEILLERS EN ADMINISTRATION

MARKETING RESEARCH AND CONSULTING • RECHERCHE ET CONSULTATION EN MARKETING

April 12, 1988

Mr. David Balinsky,  
President  
Mr. Chuck Drimer,  
Vice President  
Ballin Inc.  
1625 rue Chabanel ouest  
Montreal, Quebec  
H4N 2S8

Dear Sirs:

We welcome this opportunity to review with you this presentation on locating a sewing plant in the Tracadie - Alnwick area of the Acadian Peninsula of New Brunswick.

Following our meeting with you of March 23, 1988, we have provided herein our responses to the specific areas of questioning that we discussed at that time. These are:

1. Quality and availability of manpower
2. Transportation, both truck and air services
3. Other major employers in the area competing for labour
4. Availability of suitable buildings
5. Financial Support
6. Training Assistance

In addition to this brief written presentation, we are pleased to provide supplementary information and to respond to your questioning.

We are available at your convenience to assist in whatever way we can with your plant location decision.

Yours very truly,

The Tracadie - Alnwick Committee, represented by

Messrs. Maurice Cormier and Ross Macleod,  
Atlantic Canada Opportunities Agency

Mr. Ian Moodie,  
Marcon Management Consultants

## PLANT LOCATION PRESENTATION TO BALLIN INC.

### 1. QUALITY AND AVAILABILITY OF MANPOWER

A recent survey of labour availability in the greater Tracadie area indicated the following manpower availability.

|                                                                   |                            |
|-------------------------------------------------------------------|----------------------------|
| Population of Tracadie and its<br>neighbouring community, Sheila: | 14,240                     |
| Population of the total<br>Tracadie - Alnwick area                | 23,000                     |
| Total workforce in the Tracadie area:                             | 9,500                      |
| Number of workers registered with the<br>U.I.C program:           | 4,154                      |
| Number of open U.I.C. claims:                                     | 2,568 male<br>1,457 female |
| Unemployment rates - male workers                                 | 33.6%                      |
| - female workers                                                  | 24.6%                      |
| - youth, 15 to 24                                                 | 42.1%                      |

Further demographic data for the Tracadie area per se, based on unpublished census tabulations, is also appended to this presentation.

### Dependability of the Workforce

To give some measure of the dependability of the workforce in the Tracadie - Alnwick area, we contacted a representative grouping of several of the larger employers in Tracadie, Caraquet and Lamèque.

Set out following are the results of our inquiries. We believe these employment characteristics to be representative of the area.

Survey of 4 Employers

| Company                          | A                    | B              | C              | D                     |
|----------------------------------|----------------------|----------------|----------------|-----------------------|
| Size of Workforce                | 130                  | 250            | 300            | 900<br>(300 laid-off) |
| Location                         | Alnwick              | Tracadie       | Caraquet       | Lameque               |
| Union                            | No                   | No             | Yes            | Yes                   |
| % Female                         | 80% Female           | 50%            | 80%            | 95%                   |
| Weeks of Work Available Annually | 10 to 20             | 8 to 30        | 15 to 20       | 8 to 40               |
| Wages                            | \$5.00 to \$5.25/hr. | \$6.00 + bonus | \$7.50 + bonus | \$6.41 + bonus        |
| Turnover                         | 25%*                 | 5%             | 4%             | None                  |
| Repeats                          | 75%*                 | 95%            | 96%            | 100%                  |

\*This firm is generally recognized as being one of the more demanding fish plants in which to work in the region with relatively poorer working conditions. Higher turnover in this case is due to loss of employees to full time employment possibilities although 75% of the turnover employees eventually return to work there.

All of these employers commented on the ready availability of workers and the high quality of employees. Most commented on the shortage of skilled people in the area.

To conclude, we believe that these statistics and the high level of repeat worker are a good indication of the quality workforce in the area. Indeed, we believe that the Acadian worker is the primary strength of the Tracadie - Alnwick area.

## 2. TRANSPORTATION, TRUCK AND AIR SERVICES

### Truck Transportation Services

There are a number of common carriers available to service Tracadie to Montreal and normally they quote 48 hour service for this traffic. These include:

Day and Ross  
Midland Transport  
C.P. Trucking

Route Canada  
D'Anjou Transport

We assume that Ballin would want to deal with one or several contract truckers that could provide door to door service on an exclusive basis.

The Atlantic Provinces Transportation Commission as well as local industrial people confirm that there is good availability of these trucking contractors.

We have worked out a cost for the Ballin shipping container that you described to us (dimensions of 55"x47"x72").

On a truckload basis, a one way Tracadie to Montreal shipping cost for a standard 45 ft. trailer would be approximately \$1,300. If a return load was available, this back haul would normally cost approximately 50% of the initial haul or \$650. The total round trip cost would then be approximately \$2,000.

For the Ballin shipping container, with a full load of 25 of these containers in a 45 ft. trailer, the cost of a one way first haul would be \$52 per container, and the round trip would be \$80 per container. If part loads were to be shipped to Montreal on a regular basis, it would make sense to seek out other partial loads to complete the load and this type of freight is available in the area.

We are advised that contract truckers are very accustomed to providing the overnight service between Tracadie and Montreal as envisaged by Ballin.

We should also note that the above mentioned Atlantic Provinces Transportation Commission's mandate is to assist shippers in the Maritimes on a no-charge bases in finding the most economical means by which to move their freight to market. They are most willing to assist looking further into Ballin's needs for transportation to Tracadie.

### Air Transportation Services

Your most immediate concern regarding air transportation is the timing of the regularly scheduled air service from Montreal to Chatham.

In looking into the daily service provided by Canadian Airlines International, we found that the timing of this service, leaving Montreal at 11:30 a.m. and arriving Chatham at 2:20 p.m., has in fact become an increasing concern for the Chatham -Bathurst-Newcastle community.

For this reason, a transportation needs study has recently been commissioned by the Miramichi Region Development Commission with a view to examining this service. The study is expected to be completed in some 10 to 12 weeks.

The study will include a survey of local industrial concerns and other frequent users to determine the needs and degree of satisfaction with the service. It is expected that based on this work, a representation will be made to Canadian Airlines for the re-scheduling of the service to a more reasonable early morning departure from Montreal.

### 3. OTHER MAJOR EMPLOYERS IN THE AREA COMPETING FOR LABOUR

In the immediate Tracadie - Alnwick area, there are a very limited number of employers which would compete with a sewing factory for labour.

These employers are (based on 1986 survey):

| <u>Company</u>                     | <u>Number of Employees</u> |
|------------------------------------|----------------------------|
| Albert & Sons Fisheries            | 150 seasonal (nu)          |
| McGraw Fish                        | 65 seasonal (u)            |
| Atlantic Sea Harvest               | 250 seasonal (nu)          |
| Caisse Welding                     | 45 (nu)                    |
| St. Isidore Asphalt                | 141 seasonal (nu)          |
| Fisheries and Oceans Canada        | 28                         |
| Tracadie School Commission         | 500 (u)                    |
| Hotel Dieu Hospital                | 250(u)                     |
| Villa St. Joseph (retirement home) | 65                         |
| Yvon Godin Ltee (retail)           | 75 (some part time)        |
| Peoples Department Store           | 45 (some part time)        |

Note: (nu) - non-union shop  
(u) - union shop

Based on the above, we do not believe that in the Tracadie-Alnwick area, there would be any serious competitors to a sewing plant for the labour requirements, outside of the fish plants and the local health and education facilities.

In the case of the fish plants, we believe that a sewing factory could easily attract employees from these facilities given the seasonal nature of their employment and their generally unattractive working conditions.

As regards the local health and education facilities, these institutions generally require relatively skilled labour; in any event, they have very stable employment needs with little requirement for new employees expected in the short to medium term.

To give an indication of the employment characteristics in the Peninsula as a whole, we append a listing of all the larger employers in this area.

#### 4. AVAILABILITY OF SUITABLE BUILDINGS

To respond to your request regarding the availability of buildings, in the last week we have updated the listing of buildings in the size range required.

We believe that most suitable of these facilities is the Riviera building with 20,000 sq. ft. on one floor and an additional 10,000 sq. ft. of space on a second floor.

Additional data on this building is appended to this presentation.

#### 5. FINANCIAL SUPPORT

For the size of facility and investment that you are planning, the recently announced programs of the Atlantic Canada Opportunities Agency would be applicable. In summary, this program provides:

- A 50% grant for eligible capital costs, covering building, equipment, soft costs (such as initial engineering costs), and renovations and improvements.

- The program requires that 20% of the capital costs be in the form of an equity contribution from the company.

- There is an interest rate "buy down" (i.e. subsidy) for funds borrowed for the project which amounts to a 6% reduction in the borrowing rate.
- In the northern counties of New Brunswick, there is a 40% investment tax credit on the net capital investment with respect to equipment and machinery.
- A 75% funding subsidy is available for feasibility studies, technical evaluations and other pre-investment work.
- It is important to note that all Atlantic Canada Opportunities Agency assistance is predicated on projects being approved prior to the actual work being carried out. In short, no legal commitments should be made prior to the actual date of the application.

#### 6. TRAINING ASSISTANCE

Within the framework of the incentive programs of the Atlantic Canada Opportunities Agency, there is funding available for initial on-the-job training of new employees.

It is expected that this funding would defray a portion of wages paid during an initial training period.

As an example of the type of aid that would be available in the case of a Ballin plant, with an initial payroll made up of 100 employees paid \$6.00 per hour for a 40 hour per week, or a total weekly payroll cost of \$24,000, we expect that the Agency would be in a position to support 50% of this cost for a period of up to 16 weeks, or a total subsidy of \$192,000.

Assistance would also be available to defray the costs of a trainer, whether employed by Ballin or hired from the outside, and of related training aids.

In addition to this direct training subsidy, the Province is putting in place a training program for sewing operators. This training program could be initiated some months prior to your actual start-up. It could also serve as a means to undertake an initial screening of prospective employees for the plant.

Appendix

Demographic and Workforce Statistics for the

Tracadie - Alnwick Area

POPULATION BY AGE AND SEX  
POPULATION SELON L'AGE ET LE SEXE

| <u>AGE</u>               | <u>MALES/HOMMES</u> | <u>FEMALE/FEMMES</u> | <u>BOTH SEXES<br/>LES DEUX SEXES</u> |
|--------------------------|---------------------|----------------------|--------------------------------------|
| LESS THAN 15/MOINS DE 15 | 2,625               | 2,580                | 5,200                                |
| 15 - 19                  | 1,170               | 1,035                | 2,205                                |
| 20 - 24                  | 925                 | 845                  | 1,775                                |
| 25 - 44                  | 2,500               | 2,450                | 4,950                                |
| 45 - 64                  | 1,335               | 1,240                | 2,575                                |
| 65 AND OVER/65 ET PLUS   | 770                 | 710                  | 1,480                                |
| TOTAL                    | 9,320               | 8,860                | 18,180                               |

POPULATION 15 YEARS AND OVER BY HIGHEST LEVEL OF SCHOOLING AND SEX  
POPULATION AGE DE 15 ANS ET PLUS SELON LE PLUS HAUT  
NIVEAU DE SCOLARITE ET LE SEXE

| <u>LEVEL</u>                                                                                       | <u>MALES/HOMMES</u> | <u>FEMALE/FEMMES</u> | <u>BOTH SEXES<br/>LES DEUX SEXES</u> |
|----------------------------------------------------------------------------------------------------|---------------------|----------------------|--------------------------------------|
| LESS THAN GRADE 5/MOINS DU NIVEAU 5                                                                | 1,230               | 800                  | 2,030                                |
| GRADES 5 - 8/NIVEAUX 5-8                                                                           | 1,840               | 1,805                | 3,640                                |
| GRADES 9 -13/NIVEAUX 9-13                                                                          | 1,750               | 1,750                | 3,505                                |
| SECONDARY SCHOOL DIPLOMA OR<br>TRADES CERTIFICATE/ETUDES SECONDAIRES<br>OU ECOLE DE METIERS        | 690                 | 745                  | 1,435                                |
| ELEM.SEC. ONLY/ECOLE ELEM.-SECONDAIRE                                                              | 5,515               | 5,100                | 10,615                               |
| NON-UNIVERSITY POST-SECONDARY/<br>NIVEAU POSTSECONDAIRE NON-UNIVERSITAIRE                          | 760                 | 590                  | 1,350                                |
| SOME UNIVERSITY, NO DEGREE/ETUDE UNIVERSITAIRE,<br>SANS BACCALAUREAT                               | 180                 | 265                  | 450                                  |
| BACHELOR DEGREE/BACCALAUREAT                                                                       | 130                 | 195                  | 335                                  |
| POST-GRADUATE DEGREE OR CERT./DIPLOMES ET<br>CERTIFICATS DU 2 <sup>e</sup> ET 3 <sup>e</sup> CYCLE | 75                  | 65                   | 135                                  |
| UNIVERSITY/UNIVERSITE                                                                              | 385                 | 525                  | 910                                  |
| TOTAL                                                                                              | 6,655               | 6,220                | 12,870                               |

POPULATION BY MOTHER TONGUE AND SEX  
POPULATION SELON LA LANGUE MATERNELLE ET LE SEXE

| <u>MOTHER TONGUE/LANGUE MATERNELLE</u> | <u>MALES/HOMMES</u> | <u>FEMALE/FEMMES</u> | <u>BOTH SEXES<br/>LES DEUX SEXES</u> |
|----------------------------------------|---------------------|----------------------|--------------------------------------|
| ENGLISH/ANGLAIS                        | 340                 | 340                  | 680                                  |
| FRENCH/FRANCAIS                        | 8,965               | 8,500                | 17,465                               |
| OTHER/AUTRES                           | 15                  | 15                   | 30                                   |
| TOTAL                                  | 9,320               | 8,860                | 18,185                               |

MAY, 1984  
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**LABOUR FORCE ACTIVITY BY AGE AND SEX**  
**ACTIVITE SELON L'AGE ET LE SEXE**

| <u>MALES/HOMMES</u>                    | <u>15 - 19</u> | <u>20 - 24</u> | <u>25 - 44</u> | <u>45 - 64</u> | <u>65+</u> | <u>TOTAL</u> |
|----------------------------------------|----------------|----------------|----------------|----------------|------------|--------------|
| POPULATION                             | 1,185          | 915            | 2,490          | 1,335          | 735        | 6,655        |
| EMPLOYED/OCCUPES                       | 205            | 380            | 1,490          | 575            | 40         | 2,685        |
| UNEMPLOYED/CHOMEURS                    | 240            | 325            | 565            | 220            | 5          | 1,355        |
| LABOUR FORCE/ACTIFS                    | 445            | 710            | 2,055          | 790            | 45         | 4,035        |
| PARTICIPATION RATE/<br>TAUX D'ACTIVITE | 37.6           | 77.6           | 82.5           | 59.2           | 6.1        | 60.6         |
| UNEMPLOYMENT RATE/<br>TAUX DE CHOMAGE  | 53.9           | 45.8           | 27.5           | 27.8           | 11.1       | 33.6         |
| <u>FEMALES/FEMMES</u>                  |                |                |                |                |            |              |
| POPULATION                             | 1,030          | 845            | 2,460          | 1,225          | 660        | 6,215        |
| EMPLOYED/OCCUPÉES                      | 185            | 435            | 1,145          | 340            | 15         | 2,115        |
| UNEMPLOYED/CHOMEUSES                   | 140            | 170            | 325            | 50             | 10         | 690          |
| LABOUR FORCE/ACTIVES                   | 320            | 605            | 1,470          | 390            | 20         | 2,805        |
| PARTICIPATION RATE/<br>TAUX D'ACTIVITE | 31.1           | 71.6           | 59.8           | 31.8           | 3.0        | 45.1         |
| UNEMPLOYMENT RATE/<br>TAUX DE CHOMAGE  | 43.7           | 28.1           | 22.1           | 12.8           | 50.0       | 24.6         |
| <u>BOTH SEXES/LES DEUX SEXES</u>       |                |                |                |                |            |              |
| POPULATION                             | 2,210          | 1,765          | 4,945          | 2,560          | 1,390      | 12,875       |
| EMPLOYED/OCCUPES(ES)                   | 385            | 815            | 2,635          | 910            | 50         | 4,800        |
| UNEMPLOYED/CHOMEURS (EUSES)            | 380            | 495            | 890            | 270            | 10         | 2,045        |
| LABOUR FORCE/ACTIF(IVES)               | 765            | 1,315          | 3,520          | 1,180          | 60         | 6,845        |
| PARTICIPATION RATE/<br>TAUX D'ACTIVITE | 34.6           | 74.5           | 71.2           | 46.1           | 4.3        | 53.2         |
| UNEMPLOYMENT RATE/<br>TAUX DE CHOMAGE  | 49.7           | 37.6           | 25.3           | 22.9           | 16.7       | 29.9         |

**LABOUR FORCE BY MOBILITY STATUS AND SEX**  
**POPULATION ACTIVE SELON LA MOBILITÉ ET LE SEXE**

|                                              | <u>MALES/HOMMES</u> | <u>FEMALES/FEMMES</u> | <u>BOTH SEXES/<br/>LES DEUX SEXES</u> |
|----------------------------------------------|---------------------|-----------------------|---------------------------------------|
| NON-MOVERS/PAS DEMENAGE                      | 2,775               | 1,740                 | 4,520                                 |
| WITHIN SAME CEC/DANS LE MEME CEC             | 725                 | 630                   | 1,355                                 |
| FROM SAME PROVINCE/DE LA MEME PROVINCE       | 350                 | 315                   | 665                                   |
| FROM DIFFERENT PROVINCE/D'UNE AUTRE PROVINCE | 170                 | 110                   | 280                                   |
| OUTSIDE CANADA/DE L'EXTERIEUR DU CANADA      | 10                  | 15                    | 20                                    |
| MOVERS/AYANT DEMENAGE                        | 1,255               | 1,065                 | 2,325                                 |
| TOTAL                                        | 4,030               | 2,805                 | 6,840                                 |

**AVERAGE EMPLOYMENT INCOME (1980) BY SEX**  
**LE REVENU MOYEN D'EMPLOI (1980) SELON LE SEXE**

|                           | <u>CEC</u> | <u>NEW BRUNSWICK<br/>NOUVEAU-BRUNSWICK</u> |
|---------------------------|------------|--------------------------------------------|
| MALES/HOMMES              | 8,530      | \$13,665                                   |
| FEMALES/FEMMES            | 5,658      | \$ 6,975                                   |
| BOTH SEXES/LES DEUX SEXES | 7,368      | \$11,001                                   |

LABOUR FORCE BY OCCUPATION MAJOR GROUP BY SEX  
POPULATION ACTIVE SELON LE GRAND GROUPE PROFESSIONNEL ET LE SEXE

|                                           | MALES/HOMMES | FEMALES/FEMMES | BOTH SEXES/<br>LES DEUX SEXES |
|-------------------------------------------|--------------|----------------|-------------------------------|
| MAN. & ADMIN./DIR. & ADMIN.               | 245          | 60             | 305                           |
| OCC. IN NATURAL SCI./PROF. EN SCI. NAT.   | 15           | 10             | 30                            |
| OCC. IN SOC. SCI./PROF EN SCI SOCIALE     | 15           | 65             | 85                            |
| RELIGION                                  | —            | —              | —                             |
| TEACHING/ENSEIGNEMENT                     | 90           | 240            | 325                           |
| MEDICINE/MEDICINE                         | 25           | 200            | 230                           |
| ART. LIT. REC.                            | 20           | 15             | 25                            |
| CLERICAL/COMMIS                           | 110          | 430            | 545                           |
| SALES/YENTES                              | 220          | 185            | 410                           |
| SERVICES                                  | 175          | 490            | 660                           |
| FARMING/FERMIERS                          | 65           | 30             | 95                            |
| FISH. & TRAP./PECHEURS ET TRAPPEURS       | 200          | 10             | 210                           |
| FORESTRY/FORESTIERS                       | 480          | 10             | 485                           |
| MINING/MINEURS                            | 145          | 30             | 175                           |
| PROCESSING/TRANSFORMATION                 | 345          | 765            | 1,105                         |
| MACHINING/USINEURS                        | 130          | 5              | 140                           |
| PROD. FAB. & ASSEMB./FAB. MONT. REP.      | 255          | 10             | 260                           |
| CONSTRUCTION/TRAV. DU BATIMENT            | 885          | 5              | 895                           |
| TRANSPORT EQUIP./TRAV. DES IND. TRANSP.   | 195          | 5              | 205                           |
| MAT. HANDLING/MANUTENTIONNAIRES           | 55           | —              | 55                            |
| OTHER CRAFTS/AUTRES OUV. QUAL.            | 30           | 10             | 40                            |
| NOT ELSEWHERE CLASS./NON CLASSES AILLEURS | 100          | 20             | 120                           |
| TOTAL                                     | 3,810        | 2,595          | 6,400                         |

LABOUR FORCE BY INDUSTRY DIVISIONS BY SEX  
POPULATION ACTIVE SELON LA DIVISION D'ACTIVITE ET LE SEXE

|                                           | MALES/HOMMES | FEMALES/FEMMES | BOTH SEXES/<br>LES DEUX SEXES |
|-------------------------------------------|--------------|----------------|-------------------------------|
| AGRICULTURE                               | 65           | 25             | 90                            |
| FORESTRY/FORET                            | 495          | 20             | 515                           |
| FISHING & TRAPPING/PECHE & CHASSE         | 180          | 15             | 195                           |
| MINES                                     | 170          | 35             | 210                           |
| MANUFACTURING/INDUSTRIES MANUFACTURIERES  | 615          | 775            | 1,395                         |
| CONSTRUCTION/BATIMENTS                    | 845          | 15             | 860                           |
| TRANS. & COMM./TRANSPORTS & COMMUNICATION | 170          | 55             | 225                           |
| TRADE/COMMERCE                            | 565          | 430            | 995                           |
| FINANCE & INSURANCE/FINANCES & ASSURANCES | 50           | 85             | 135                           |
| SERVICES                                  | 505          | 1,050          | 1,555                         |
| PUBLIC ADMINISTRATION/ADMINISTRATION PUB. | 140          | 85             | 225                           |
| NOT APPLICABLE/SANS OBJET                 | 230          | 210            | 445                           |
| TOTAL                                     | 4,040        | 2,805          | 6,845                         |

MAY, 1984  
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1981 DATA ON TARGET GROUPS/  
DONNEES SUR LES GROUPES CIBLES: TRACADIE

|                                        | <u>YOUTHS/LES</u><br><u>JEUNES</u> | <u>WOMEN/LES</u><br><u>FEMMES</u> | <u>NATIVES/LES</u><br><u>AUTOCHTONES</u> | <u>TOTAL POPULATION/</u><br><u>POPULATION TOTALE</u> |
|----------------------------------------|------------------------------------|-----------------------------------|------------------------------------------|------------------------------------------------------|
| POPULATION 15 +                        | 3,975                              | 6,215                             | 5                                        | 12,875                                               |
| EMPLOYED/OCCUPE(E)S                    | 1,200                              | 2,115                             | 5                                        | 4,800                                                |
| UNEMPLOYED/EN CHOMAGE                  | 875                                | 690                               | 0                                        | 2,045                                                |
| LABOUR FORCE/POPULATION ACTIVE         | 2,080                              | 2,805                             | 5                                        | 6,845                                                |
| PARTICIPATION RATE/<br>TAUX D'ACTIVITE | 52.3                               | 45.1                              | 100.0                                    | 53.2                                                 |
| UNEMPLOYMENT RATE/<br>TAUX DE CHOMAGE  | 42.1                               | 24.6                              | 0.0                                      | 29.9                                                 |

MAY, 1984  
 MAI, 1984

Appendix

Major Employers in the Acadian Peninsula - Bathurst Area

Employeurs avec 1000 Employés et plus/  
Employers with 1,000 Employees or more

|     |                                                      |           |      |
|-----|------------------------------------------------------|-----------|------|
| 061 | Brunswick Mining                                     | Bathurst  | 1710 |
| 102 | Ass. Coop. de l'Ile Ltée/<br>Island Coop. Assn. Ltd. | Lamèque   | 1010 |
| 102 | Connors Bros.                                        | Shippagan | 1100 |
| 102 | Gully Fish & Food                                    | Shippagan | 1025 |

Employeurs avec 500 - 999 Employés/  
Employers with 500 - 999 Employees

|     |                                          |           |      |
|-----|------------------------------------------|-----------|------|
| 102 | National Sea Product                     | Shippagan | 500+ |
| 295 | Fonderie Belledune/<br>Belledune Foundry | Belledune | 625  |
| 861 | Hôpital Chaleur/<br>Chaleur Hospital     | Bathurst  | 585  |
| 909 | Gov. du Canada/<br>Government of Canada  | Bathurst  | 700  |

Employeurs avec 100 - 499 employés/  
Employers with 100 - 499 Employees

|     |                                                  |                     |     |
|-----|--------------------------------------------------|---------------------|-----|
| 102 | Bay Chaleur Packers                              | Bas Caraquet        | 250 |
| 102 | Carapro                                          | Caraquet            | 300 |
| 102 | L. L. Gauthier                                   | Shippagan           | 300 |
| 102 | Canadian Ocean Prod.                             | Grande Anse         | 150 |
| 102 | Pêcheries St. Paul/<br>St. Paul Fisheries        | Bas Caraquet        | 300 |
| 102 | Produits Belle Baie/<br>Belle Baie Fisheries     | Caraquet            | 400 |
| 102 | Pêcheries M. O. Duguay/<br>M.O. Duguay Fisheries | St. Raphaël sur Mer | 300 |
| 271 | Consolidated Bathurst                            | Bathurst            | 475 |
| 315 | Snowmobile Industries (SMI)                      | Bathurst            | 100 |
| 372 | Brunswick Fertilizer                             | Belledune           | 136 |
| 641 | K-Mart                                           | Bathurst            | 115 |
| 827 | Ministère Voirie N.B./<br>N.B. Dept. of Highways | Bathurst            | 125 |
| 851 | Dist. Scolaire 41/<br>School District #41        | Bathurst            | 450 |
| 851 | Dist. Scolaire 42/<br>School District # 42       | Bathurst            | 375 |
| 851 | Dist. Scolaire 5/<br>School District - 5         | Caraquet            | 350 |

|     |                                                              |           |     |
|-----|--------------------------------------------------------------|-----------|-----|
| 851 | Dist. Scolaire 6/<br>School District # 6                     | Shippagan | 400 |
| 851 | Dist. Scolaire 7/<br>School District # 7                     | Tracadie  | 450 |
| 852 | Collège Communautaire du N.-B.<br>N.B. Community College     | Bathurst  | 162 |
| 855 | Village Historique Acadien/<br>Acadian Historical Village    | Caraquet  | 150 |
| 861 | Hôpital Tracadie/<br>Tracadie Hospital                       | Tracadie  | 200 |
| 861 | Hôpital Caraquet/<br>Caraquet Hospital                       | Caraquet  | 125 |
| 861 | Hôpital Lamèque/<br>Lamèque Hospital                         | Lamèque   | 105 |
| 862 | Foyer Notre Dame de Lourdes/<br>Notre Dame de Lourdes Centre | Bathurst  | 145 |
| 921 | MacDonald Restaurant                                         | Bathurst  | 115 |
| 921 | Q.S.C. Inc. (Burger King)                                    | Bathurst  | 100 |

Employeurs avec 50 à 99 employés/  
Employers with 50 - 99 Employees

|     |                                                                    |             |    |
|-----|--------------------------------------------------------------------|-------------|----|
| 062 | Grande Anse Peat Moss                                              | Grande Anse | 50 |
| 062 | Fisons & Western Peat Moss                                         | Shippagan   | 75 |
| 062 | Fisons & Western Peat Moss                                         | Maisonnette | 50 |
| 062 | Tourbière Lamèque/<br>Lamèque Peat Moss                            | Lamèque     | 75 |
| 102 | Blue Cove Packing                                                  | Anse Blue   | 75 |
| 111 | Cormier & Sons Bottling                                            | Bathurst    | 50 |
| 359 | Jiffy Product                                                      | Shippagan   | 50 |
| 491 | Commission d'énergie Elect. N.B./<br>N.B. Elect. Energy Commission | Bathurst    | 50 |
| 562 | Eddy Hardware                                                      | Bathurst    | 55 |
| 601 | Magasin Coop - Caraquet/<br>Co-Op Store - Caraquet                 | Caraquet    | 50 |
| 641 | W. J. Kent                                                         | Bathurst    | 35 |
| 641 | Woolco                                                             | Bathurst    | 89 |
| 862 | Foyer La Villa des Amis/<br>La Villa des Amis Centre               | Caraquet    | 61 |
| 862 | Res. Mgr. Chiasson/<br>Mgr. Chiasson Home                          | Shippagan   | 84 |
| 862 | Villa Sormany                                                      | Robertville | 60 |
| 911 | Atlantic Host                                                      | Bathurst    | 50 |
| 911 | Danny's Ltd.                                                       | Bathurst    | 55 |
| 911 | Keddy's Motor Inn                                                  | Bathurst    | 50 |
| 921 | Villa Food Ltd.<br>(St-Hubert B.B.Q.)                              | Bathurst    | 50 |

Appendix

Information regarding the Riviera Building

# Industrial Building Inventory

Date (YY/MM/DD) 88/04/08  
 Region Code 30  
 Building location (street/city) Tracadie  
 Contact Agent Tony Scechelone  
 Represents  
 Agent's address (complete address) P.O. Box 758, Tracadie, N.B.  
 Telephone 395-6465  
 Present/former Use vacant

Description  
 -Area (square feet) 30000  
 -Dimensions (feet)  
 -land area (acres) 322000

Construction  
 -Year (19) 1975  
 -Condition of Bldg. (E G F P) G  
 -Concrete block-brick-wood concrete block iron beam 3 ft cement ft.  
 -Exterior Stucco

Features  
 -Electrical entrance Amps 600 Phase  
 -Rail siding (Y/N) N  
 -Ceiling height (Ft.) 9  
 -Sprinkler system (D/W) Y  
 -Loading doors & size N  
 -Insulated (Y/N) Y  
 -Heating system electric

Availability  
 -For sale or lease (Y/N)  
 -For sale only (Y/N) Y  
 -For lease only (Y/N)

Simplified Floor Plan Available (Y/N)

Photograph of Building Available (Y/N)

Comments:  
 Need renovations, water/sewage-city ---Paved yard ---50'x212'---rooms 100'x66.8'Kitchen-2nd F 70'x120'club 16'x100' 8'x100' land 342'x190

Phase 2 - Garment Plant Location Study

July, 1988

APPENDIX 3

Other correspondence

February 23, 1988

MEMORANDUM: TO THE FILE

FROM: IAN MOODIE

Re: Meeting with Creations Portofino Inc.

I met today with Mr. Yves Desjarlais of Creations Portofino. This small contracting firm had expressed some interest in looking at a Tracadie location for a new sewing contracting plant which they were considering establishing.

At this time, this contracting firm is operating a cutting room, supplying cutting services for a variety of garment manufacturers, some in coats and sportswear.

Yves Desjarlais indicated that he and his partner were considering several avenues to expand the business, and that this opportunity could be one of them. I spoke to Mr. Desjarlais last fall when I first made the inquiries regarding the Tracadie area.

They recognized that finding the right production personnel would be the key to making the project work. I explained our approach to placing advertisements for experienced production personnel in the Montreal papers and well as in the local papers in the Beauce region where there are a number of garment plants. Yves suggested also running the ad in the Trois Rivières area as there are a number of garment plants in this area.

They offered to help with the initial feasibility review, to recommend equipment types, etc.

I indicated that I would keep them informed of our progress in this regard.

My interest in working with these people is that I know them to be honest and capable individuals. If Yves Desjarlais and his partner were to become involved in the project, they could make an important contribution acting as the Montreal base and contact-selling point for a Tracadie contracting operation.

# MARCON

MANAGEMENT CONSULTANTS  
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MARKETING RESEARCH AND CONSULTING • RECHERCHE ET CONSULTATION EN MARKETING

March 24, 1988

Mr. Keith Allison  
Kurt Salmon Associates Canada Limited  
316 Northshore Boulevard West  
Burlington, Ontario  
L7T 1A4

Dear Keith:

I welcomed hearing of the interest of your client in New Brunswick and of the possibility of locating a new plant in the Tracadie-Alnwick area.

I have attached a summary brochure describing the Atlantic Canada Opportunities Agency (ACOA) and its programs, an ACOA application form, some labour force availability statistics, a map of New Brunswick and the information memorandum we prepared describing the Tracadie - Alnwick area. I would be pleased to work with you to expand on the information in our brochure and to obtain freight rates for Toronto bound trucking services.

Since we spoke, and after looking at the work planning for my existing contract with the Department of Commerce and Technology and the budget that we have for travelling expenses, should you feel it worthwhile, I would be pleased to come to Toronto for a day and meet with your client. A first hand appreciation of the area may be useful in communicating to your client some of the factors to consider in locating there.

Do let me know if a meeting with your client would be helpful. Please do not hesitate to contact me should I be able to assist further.

Sincerely,

Ian H. Moodie  
President

April 15, 1988

MEMORANDUM TO: Maurice Cormier and Ross Macleod

FROM: Ian Moodie

Maurice and Ross - After returning to the office yesterday, I had some additional thoughts on Ballin. Accordingly, if you do not mind, I have taken the liberty of drafting several comments that I thought might be suitable as a follow-up to our Wednesday meeting, for inclusion in the letter that you are drafting for Frank Swift to send up to David Balinsky. Having drafted these several comments, I carried on and drafted the whole letter.

I thought it might be particularly useful to bring up the point regarding the availability in New Brunswick of programs supporting technological innovation, diversification, etc., that do not exist in Quebec or Ontario, at least to the same extent. I thought this was worth mentioning in the letter as we did not raise it on Wednesday.

Please use whatever of the following that you find suitable. Also, might I suggest that you send the letter up by an overnight courier service as the mails from Fredericton sometime can take over a week and I suspect that David will be working on his planning the week of April 18.

I have found through my contacts an individual, now retired and living in Montreal, who ran the Certex plant in Caraquet for a period of time and hopefully will be able to offer some positive comments on the quality of the labour force in the Peninsula. If these comments prove useful, I will send them on to David in writing and will copy you.

Further, I spoke to a Mr. Morty Hersh, formerly with the Canadian Industrial Renewal Board in Ottawa. Morty knows David Balinsky and has some familiarity with his CIRB funding. In fact, he had a message to call David. While Morty is not directly involved any more with CIRB, I thought it might be useful if you spoke to him directly, Maurice, regarding our efforts, and that he could pass you along to the proper person. His first thought on Ballin's stacking question was that there would be no stacking of the balance of Ballin's CIRB monies on top of ACAO funding. Morty is most knowledgeable and helpful - he can be reached at 613-957-7107.

Looking forward to some positive results to our efforts and I very much enjoyed the two days working with yourself and Ross.

Ian

DRAFT

April 15, 1988

Mr. David Balinsky  
President  
Ballin Inc.  
1625 rue Chabanel ouest  
Montreal, Quebec  
H4N 2S8

Dear Mr. Balinsky:

Further to your meeting last Wednesday, April 15, 1988 with Messrs. Maurice Cormier and Ross Macleod of our office here in Fredericton, I have taken the liberty of following up their visit with this letter.

On behalf of the Atlantic Canada Opportunities Agency, I wanted to formally express our thanks for being able to present and discuss at Wednesday's meeting the possibility of locating a garment plant in the Tracadie - Alwnick area of New Brunswick. There are several points arising out of your meeting last Wednesday that I believe merit a follow-up comment from myself.

Firstly, we fully understand the concerns that you expressed regarding the availability and quality of the workforce in the area. I can only reiterate, that we believe that the primary justification for considering a plant location in the Tracadie-Alwnick area is in fact the high quality of its workforce. Before making a decision, I would only ask that you visit the area and meet and discuss with local employers their experience with the workforce in the Peninsula.

Similarly, we fully appreciate your concerns regarding the timing of the commercial air service into Chatham. Maurice Cormier indicated to you that a study of air transporation serivce needs has been commissioned by the Miramichi Region Development Commission. I wanted to assure you that the Agency and I personally will monitor very closely the work of the Commission in this regard. We will take all possible steps to ensure that best efforts are made to improve the quality of this air service.

Finally, an additional reason for considering a plant location in New Brunswick is the availability of a number of attractive programs, normally in the form of joint federal-provincial funding agreements, to encourage technological innovation and the diversification of firms with facilities here.

-2-

There are two such programs now available, one for  
                  , and a second for                   . I believe it reasonable to  
expect that this type of government assistance will continue to  
be available in New Brunswick in the future and that it may not  
be available, at least to the same extent, in Ontario and Quebec.  
Accordingly, companies with facilities here can take advantage of  
these type of incentives.

We are available at your convenience to assist in whatever way we  
can with your plant location decision and particularly to arrange  
a visit to the Tracadie - Alnwick area. We look forward to being  
of service.

Yours very truly,

Phase 2 - Garment Plant Location Study

July, 1988

APPENDIX 4

Recruitment Advertisements

Experienced Sewing Production Supervisors  
for New Brunswick

Very attractive opportunity for proven production supervisors to become involved in a new sewing plant in north-east New Brunswick.

Qualifications should include demonstrated supervisory ability in operating garment sewing operation, proven leadership skills, bilingual. Position open to both male and female candidates.

Benefits include very competitive salary with performance incentives, participation in profits and full fringe benefits.

For further information, call 506-453-3981 or send resume, in total confidence, to:

Ginette Ouellette  
Commerce and Technology  
P.O. 6,000  
Fredericton, N.B.  
E3B 5H1

---

Superviseur de production expérimenté dans un manufacture de  
couture au Nouveau Brunswick

Très bonne opportunité pour un superviseur de production dans un nouvelle manufacture de couture au nord est du Nouveau-Brunswick.

La personne doit être capable de superviser les opérations et doit faire preuve de leadership. Le poste est ouvert aux hommes et aux femmes et les candidats doivent être bilingues.

Le salaire comprend plusieurs bénéfices avantageux et la position offre aussi la participation aux bénéfices de l'entreprise.

Pour plus d'information, communiquer au 506-453-3981, ou par écrit (la confidentialité est assurée):

Ginette Ouellette  
Ministère de Commerce et Technologie  
C.P. 6000  
Fredericton, Nouveau Brunswick  
E3B 5H1

Superviseur de production expérimenté dans un manufacture de  
couture au Nouveau Brunswick

Très bonne opportunité pour un superviseur de production dans un nouvelle manufacture de couture au nord est du Nouveau-Brunswick.

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Ginette Duelllette  
Ministère de Commerce et Technologie  
C.P. 6000  
Fredericton, Nouveau Brunswick  
E3B 5H1

Phase 2 - Garment Plant Location Study

July, 1988

APPENDIX 5

Curriculum Vitae's of Applicants to Recruitment Advertisement

# MICHEL BEAUDET

168 DE SALABERRY  
MONT ST-HILAIRE QC J3H-4E1  
TEL. (514) 464-5833

## CONFIDENTIAL RESUME

### SUMMARY OF EXPERIENCE

A total of twenty-four years in the apparel industry, of which the first initial five years were spent under the supervision of and in progressive on the job training by the firm of Kurt Salmon Associates.

I acquired an in-dept knowledge of all facets of apparels manufacturing with particular emphasis on plant industrial engineering, plant management and administration, payroll systems and controls, systems implementation, union negotiation and overall production administration from order receiving to shipping.

I have so far been involved in mens suits, mens sportwear, ladies dresses, mens and ladies belts and draperies and curtains in factories in size from 50 to 1000 employees.

### EMPLOYMENT HISTORY

(1964 to 1974) RUBIN BROS CLOTHIERS LTD of Victoriaville, Quebec

Started as industrial engineering trainee (under the supervision of K.S.A.) moved up to the position of chief industrial engineer in a 1000 peoples operation.

was particularly concerned with cost reduction programs and directly involved in all of the engineering functions such as methods establishment and/or improvement, piece rate setting and/or revision, machine and equipment layout, new machinery and/or equipment acquisition, grievance handling, payroll and major projects

(1974 to 1979) J. ELKIN CO. of Farnham Quebec

Hired as plant manager for all manufacturing operations, I implemented piece work system, permanent inventory control in the trimming, performed both day to day and contract renewal

385-0840

negociations with the union and negotiated with contractors prices ,deliveries and quality standards.Duties and functions included hiring and/or training of supervisors and overall performance of manufacturing facilities. Functions included the maintaining of accurate and timely information regarding pieces goods and trimming, coupled with the planning of factory requirements and capacities.

(1979 to 1981) DRAPESHIRE CLOTHES of Vancouver B.C.  
-----

Same responsibilities, duties and functions as in J.Elkin Co. The factory and head office were located in Vancouver and contracting work was done in Montreal, therefore I was coming to Montreal steadily to control work done by the contractors. That included price negociations, quality controls and in-process control of all items manufactured in Montreal

(1981 to 1983) MORWILL CLOTHING of Montreal Quebec  
-----

Plant chief industrial engineer. At the time Morwill operated four factories and I was supervising engineering functions for all of them.

(1983 to 1986) INDEPENDANT CONSULTANT in the needle trade  
-----

List of customer include:

CANTEL DATA SYSTEM  
CREATIONS PORT-ROYAL INC.  
ARROW MANUFACTURING  
SABRILL INC.

LASALLE COLLEGE  
MAISON CONF ST-HYACINTHE  
B.A. ELKIN ENT.  
CARLA JANES DRESSES

As independant consultant, I have specialised in the implementation of piece work system and computer assisted payroll wich makes the basis of any factory controls. I have also taught Time and Motion study in the fashion production division of Lasalle College.

(1986) S & F CLOTHING  
-----

Plant manager with direct responsibility for production on daily and long term basis as well as discipline, moral and general well being of entire factory of 150 employees.

(1986 to 1988) FRONTENAC INDUSTRIES INC.  
-----

Responsible for coordination of work between plants and the insurance of proper supplies in the 5 plants that Frontenac operates including the procurement of supplies and the control of quality and quantity in finishing contractors either company owned or independant.

PERSONAL INFORMATION  
-----

- Married, two daughters
- Technical school education
- Born in 1945
- Fully bilingual
- Dynamic, independant and hard worker
- Presently looking for a new challenge  
-----

524-3915 rec. pl  
524-8702 1.

4122, de Lorimier  
Montréal (Québec)  
H2K 3X7

Mardi, le 15 mars 1988

MARCON MANAGEMENT CONSULTANTS  
555, boul. René-Lévesque ouest  
Suite 1750  
Montréal ouest (Québec)  
H2Z 1B1

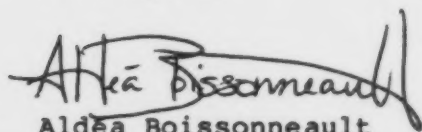
Monsieur,

J'ai terminé trois ans d'étude et de pratique en Dessin de Mode au Collège Lasalle. Persévérante et débrouillarde, je veux enrichir mon expérience et mes connaissances aux postes de patronnier, d'assistant patronnier et/ou de gradation.

Au travail, je suis compétente et disposée à répondre aux exigences et aux besoins requis. Je sais accomplir avec efficacité et application un travail précis et minutieux.

Vous trouverez ci-joint mon curriculum vitae qui vous renseignera sur ma formation professionnelle. Je vous remercie de l'attention que vous porterez à ma demande. Je demeure à votre disposition pour vous fournir tout renseignement additionnel et pour une entrevue.

Veuillez agréer, Monsieur, l'expression de mes sentiments distingués.

  
Aldéa Boissonneault  
(514) 524-8702 V

CURRICULUM VITAERENSEIGNEMENTS PERSONNELS

Nom : BOISSONNEAULT, Aldéa  
Adresse : 4122, de Lorimier  
Montréal (Québec)  
H2K 3X7  
Téléphone : (514) 524-8702  
(514) 524-3975  
Date de naissance : 1966-05-31 22  
Numéro d'assurance sociale : 121 159 206  
Langues : Français, Anglais

OBJECTIFS DE TRAVAIL : Accéder aux postes d'assistant  
patronnier, de patronnier  
et/ou de gradation.

FORMATION PROFESSIONNELLE

août 1984 / mai 1987 : Collège Lasalle  
2015, Drummond  
Montréal (Québec)  
H3G 1W7  
DEC en Dessin de mode

CONNAISSANCES ACQUISES : Patrons à plat et en moulage -  
Confection - Gradation de  
patrons - Dessin (conception,  
illustration, géométriques et  
croquis) - Histoire du costume  
Fibres et textiles - Coordi-  
nation de mode - Relations  
publiques - Marketing - Mode  
et consommateur.

REALISATIONS PARTICULIERES

- mars 1987 / mai 1987 : Semi-finaliste au concours  
PRIX MODE FOURRURE CANADA 1987
- Production du manteau chez  
Elexta Furs Inc. avec  
M. Spiro Ladovrechis.
- Certificat de Mention Hono-  
rable pour excellence en  
dessin de mode-fourrure.
- juin 1987 / septembre 1987 : Semi-finaliste au CONCOURS  
PROVINCIAL DES JEUNES  
DESIGNERS 1987.
- Présentation de trois croquis  
et production de cinq vête-  
ments de mode féminine  
printemps-été 1988.
- Mention d'honneur.
- mars 1987 : Présentation d'un dessin d'un  
autre cadran de montre Swatch.
- Troisième prix remporté au  
CONCOURS DE DESIGN DE MONTRE  
SWATCH 1987.
- janvier 1987 / mai 1987 : Participation à la présenta-  
tion du défilé "EXPERIMODE 87"  
réalisé entièrement par les  
finissants en Dessin de mode  
du Collège Lasalle. Quatre de  
mes propres vêtements furent  
présentés lors du défilé. Je  
faisais partie de l'équipe des  
enfants (chorégraphie, acces-  
soires, vêtements, motivation,  
assistante des parents) et de  
l'équipe des vêtements.

EXPERIENCE DE TRAVAIL

5 août 1987 à aujourd'hui : Les Créations Similitude Inc.  
823, Mont-Royal est  
Montréal (Québec)  
H2J 1W9

Fonction : Coupeuse et patronniste dans  
la fourrure synthétique.

Superviseur : M. S. Pierreau

22 au 26 juin 1987 : D.H. Grosvenor Inc.  
400, boul. Maisonneuve ouest  
Montréal (Québec)  
H3A 1L4

Fonction : Assistante du dessinateur

Superviseur : M. P. Lapointe

Eté 1985 : Centre Hospitalier Restigouche  
Gallant Drive  
Campbelton, Nouveau-Brunswick  
E3N 3G2

Fonction : Préposée à l'entretien ménager

Superviseur : M. G. LeClerc

Eté 1984 : Province of N.-B. Enhanced Core Program  
School District #36  
Boîte postale 400  
Dalhousie, Nouveau-Brunswick  
E0K 1B0

Fonction : Aide enseignant

Superviseur : M. J.-R. Haché

FORMATION ACADEMIQUE SUPPLEMENTAIRE

Septembre 1981 / juin 1984 : Ecole Aux quatre vents  
C.P. 1599, Dalhousie  
Nouveau-Brunswick  
E0K 1B0

DES, Académique

REFERENCES : Disponibles sur demande.

Montréal, 8 mars, 1988

## Curriculum Vitae

Nom: Abdelhak Bennouma

Add: 3158 Sherbrooke O. #1

Montréal, Qué. H1W 1B8

Date  
Né: le 29 octobre 1946 au Maroc.

Nationalité: Canadien

État Civil: Marié - deux enfants (jumelles, 9 ans)

Instruction: Bacc. Commerciale (Maroc)

## Expérience Professionnelle

1978 - 88, Contracteur en couture

('83 - '86) D. B. Contracting

('78 - '83) Le Fauguet (Lingerie et Draperies)

('75 - '78) Brown's (Vendeur Vêtements d'Homme)

1975 Date d'immigration au Canada.

Maroc 1965 - 1975  
('72 - '75) Représentant International du Maroc vers  
Europe (France, Belgique, Italie, Angleterre)  
de jeans / vêtements artisan.

('65 - '72) Représentant domaine industriel (Michelin

verso →

interview de promotion

CURRICULUM VITAE

NAME : Mohamed Chedli Ben OTHMAN

ADDRESS : 2785 Edouard Montpetit, apt. 16  
Montreal, Québec  
H3T 1J6  
Tel.: (514) 735-0530

BIRTHDATE : July 17, 1963

HEIGHT : 1.81 m

WEIGHT : 75 kgs

HEALTH : Excellent

MARITAL STATUS : Single

WRITTEN & SPOKEN LANGUAGES : French, English, Arabic

CAREER OBJECTIVES : To take up the challenges in a position  
with responsibilities at the administrative  
level.

EDUCATION

Dec. 1987 : Université du Québec à Montréal (U.Q.A.M.)  
C.P. 8888, Succ. "A"  
Montreal, Québec  
H3C 3P8 Tel.: 282-3000  
  
Bachelor in Business Administration,  
concentrating on Operation & Production  
Management.

May 1984 : Collège français de Montréal, in Montreal  
Collegial degree in Administrative Sciences

June 1982 : Lycée Alaoui, Tunisia (North Africa)  
Secondary V

EDUCATION (cont'd)

Dec. 1981 : Lycée Carnot of Tunis, Tunisia (North Africa)  
Primary and Secondary School

PROFESSIONAL EXPERIENCE

Summer 1981 : Coca-Cola, factory in Megrine (North Africa)  
Accounting Department

1981-1982 : International Transit, Tunisia (North Africa)  
Temporary Agent, full time for Finance Dept.

Summer 1986 : Frigorific Society & Brewery (Coca-Cola Div.)  
in Tunis (North Africa)  
Student Term

PROFESSIONAL ASSOCIATION

International Students Association in Economic and Commercial Sciences  
(A.I.E.S.E.C.)

MISCELLANEOUS

Good working knowledge of micro-processors and Lotus 123 programming.

St. Hedion, le 08 mars 88. 1.

Marcon conseiller en administration,  
Suite 1750  
555, boul. René-Lévesque ouest,  
Montréal,  
H32-1B1

Monsieur,

je vous fais parvenir mon C.V. pour le poste  
de Supérieur de Production.

La couture n'a pas de secret pour moi, j'y ai  
travaillé à toutes les étapes.

J'ai déjà travaillé en anglais mais j'ai de  
la difficulté.

Je dois quitter mon emploi sans fin car mon  
contrat est terminé; donc vous pourriez communiquer avec  
moi, même au bureau.

Pour plus d'information, communiquer avec  
moi.

Esperant recevoir de vos nouvelles,

Je demeure.

Paul Bélanger

Tél. Bui: 582-3331

## CURRICULUM VITAE

PAUL BAILLARGEON,  
141, 9ième Rue,  
St-Gedeon,  
Beauce,  
GOM ITO

Téléphone: (418) 582-3008

Originaire de St-Alban, Cté Portneuf, P.Q.

Né le 31-10-41 à St-Alban. (41)

Marié en 1967 à Jocelyne Thibault.

Enfants: (2) Sandra (21-09-68) Miguel (02-04-73)

Citoyen canadien français.

Langue parlée: français.

Langue seconde: anglais.

### FORMATION:

Cours élémentaire et secondaire: St-Alban et terminé au Collège Maisonneuve de Montréal.

Université: un (1) an de Polytechnique à Montréal.

Technique Textile: trois (3) ans à l'Institut des Textiles de St-Hyacinthe, gradué en 1965.

Boursier de Dominion Textile.

Cours à temps partiels:

- Trois (3) cours sur la formation des contremaitres et la supervision efficace.
- Relation Humaine.
- Leader Ship.
- Communication.
- Motivation.
- Animation de groupe.
- Plusieurs séminaires.
- Programmation (Basic).

EMPLOI:

De 1965-66 : Dominion Textile, Montréal  
Fonction: Responsable du laboratoire de contrôle de la qualité.

De 1966-71 : Canadian Converters Tooke),  
Cap de la Madeleine et Shawinigan.  
Fabricant de chemises.  
Fonction: Etudes de temps  
Un an à la réorganisation du  
département de taillage avec les  
Consultants Kurt Salmon.

Quatre (4) ans, Gérant du personnel  
et superviseur de l'entraînement  
du personnel dans les usines du  
Cap de la Madeleine et Shawinigan.  
Mon entraînement et ma formation me  
furent donné par les Consultants  
Kurt Salmon.

EMPLOI:

- De 1971-mi 1973 : Tricot Domino Ltée, Daveluyville.  
Fabricant de vêtement sports à partir du tricot.  
Fonctions: Ingénieur industriel  
Gérant du personnel  
Gérant de la paie  
Coordonnateur de production.
- De mi-1973-74 : Regent Knitting Mills, St-Jérôme et Montréal.  
Fabricant de tissus, vêtements sports et de sous-vêtement.  
Fonctions: Trois mois à St-Jérôme comme Ingénieur industriel pour réorganiser l'usine.  
  
Transfert à Montréal, section du sous-vêtements.  
  
Réorganisation complète des départements de taillage et de confection avec l'aide des Consultants Kurt Salmon.
- De 1974-76 : Travail de consultation pour:
- Coronation Knitting, Montréal.  
Fabricant de chemises.  
Organisation de taux.
  - Pert Knitting, Montréal.  
Fabricant de vêtements sports en tricot.  
Réorganisation au taillage.
  - Robin Sportswear, Louiseville.  
Fabricant d'ensembles de ski.  
Réorganisation à la confection.
  - Les Modes Rayna, St-Jérôme.  
Contracteur dans les blouses et les jupes.  
Organisation de taux pour la confection.
  - En 1975, actionnaire, secrétaire-trésorier et gérant pour le territoire des Laurentides pour U.M.S. inc, compagnie se spécialisant dans l'entretien ménager.

/4

EMPLOI:

- DE 1976-juin 1979 : Tricofil, St-Jérôme.  
Fonctions: Responsable des Etudes et Méthodes.  
Coordonnateur de la production.  
Responsable de la section confection.  
Superviseur de la maintenance.
- De plus, je travaillais toujours pour U.M.S. Inc.
- De juin 79-fév.80 : Pantalons du Nord, St-Jérôme.  
Contracteur dans les pantalons pour hommes.  
Fonctions: Consultant.  
Réorganisation des taux.
- De fév.80-oct.80 : R.D. Confection Inc, Répentigny.  
Contracteur dans les blouses pour dames.  
Fonctions: Consultant.  
Organisation de taux à la pièce.
- De Oct.80-nov.82 : Confection Gavette Ltée, Côteau Station.  
Fabricant de vêtements pour enfants.  
Fonctions: Réorganisation du système à la pièce.  
Gérant de production.
- De Nov.82-Oct.83 : Chemises Lapointe Ltée, St-Georges de Beauce.  
Contracteur dans les chemises pour hommes et les blouses pour dames.  
Fonctions: Analyste.  
Réorganisation de certains départements et du système de production.
- De Oct.83-juil.84 : Confection Roger Jacques Inc, St-Evariste.  
Contracteur dans les jeans.  
Fonctions: Réorganisation du système à la pièce.  
Réorganiser la production.  
Coût de revient.

/5

EMPLOI:

- Août 84-juin 85 : Keystone Industries, Thetford Mines.  
Fabricant de jeans.  
Fonctions: Responsable de la réorgani-  
sation du département de  
Génie Industriel.
- Août 85- : Les Aciers Canam Inc, St-Gédéon de Beauce.  
Fabricant de poutrelles d'acier.  
Fonctions: Responsable du département  
des Temps Standard.

ACTIVITES:

- Membre fondateur du Club d'Administration Industrielle de Trois-Rivières.
- Membre de la Société des Gradués en Textiles.
- Chevaliers de Colomb
- Comités de parents dans les écoles.

LOISIRS:

- Ski alpin
- Golf
- Bicyclette
- Camping
- Lecture.

Montreal, 8 mars, 1988

## Curriculum Vitae

Nom: Abdelhak Bennouya

Add: 3158 Sherbrooke E. #1  
Montreal, Que. H1W 1B8

Date Naiss: le 29 octobre 1946 au Maroc.

Nationalité: Canadien

Etat Civil: Marié - deux enfants (jumeaux, 9 ans.

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('83 - '86) D. B. Contracting

('78 - '83) Le Languet (Lingerie et Draperies)

('75 - '78) Brown's (Vendeur Vêtements d'Homme)

1975 Date d'immigration au Canada.

Maroc 1965 - 1975

('72 - '75) Représentant International du Maroc vers  
Europe (France, Belgique, Italie, Angleterre)  
de jeans / vêtements artisan.

('65 - '72) Représentant domaine industriel (Michelin).

TO MARCON MANAGEMENT CONSULTANT  
REGARDING YOUR ADD IN THE GAZETTE

MY NAME IS ROGER THIBAUT

DATE OF BIRTH 22/2/43

S. INS. NO 209 234 509

PHONE 1-613-836 1912 MTL 1-514-642

WORKING EXPERIENCE

FROM JAN. 1959 TO 1962 WITH  
COMFORT KIMONO DRESS COMP.

AS A CUTTER

1962 TO 1966 FOR STYLE TOGS INC.  
LADIE'S SPORTWEAR ONE YEAR AS  
1<sup>st</sup> CLASS CUTTER 3 YEARS AS PRODUCTION  
MANAGER

1966 TO 1969 WITH KAYMAR LINGERIE  
AS 1<sup>st</sup> CLASS CUTTER

FROM 1969 TO 1980 WITH HALLMARK INC.  
AS PLANT MANAGER

1978 TO 1984 PRESIDENT OF MIGUEL  
FASHION CONTRACTOR LADIE'S  
SPORTWEAR AND LINGERIE

1985 TO 1986 WITH LU-SAY CREATION  
PRODUCTION MANAGER IN LADIE'S  
SPORTWEAR AND LOUNGEWEAR

1986 TO 1988 PLANT MANAGER OF CARLETON  
PLACE TEXTILE DIVISION OF WANARCO OF CA

Montréal, le 7 mars 1988

Marcon conseillers en administration  
Suite 1750  
555, boulevard René Lévesque ouest  
Montréal, Québec  
H2Z 1B1

Sujet: Offre de service parue dans la Presse, samedi  
5 mars 1988

Madame  
Monsieur

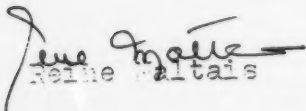
Suite à l'annonce parue dans la Presse concernant un  
emploi de superviseur de production, vous trouverez  
ci-joint une copie de mon curriculum vitae.

Je suis titulaire d'un diplôme collégiale en art ves-  
timentaire. Mes expériences de travail, dix ans dans  
la confection, six ans dessinatrice-patroniste et un  
an et demi comme conseillère vestimentaire au cours  
duquel j'ai eu à superviser les stagiaires et animer  
des défilés de mode, m'ont permis de développer un  
grand intérêt pour un emploi en contact avec le public.

Mon sens des responsabilités, ma détermination et ma  
débrouillardise sont des atouts qui m'aideront à ce  
futur emploi.

N'hésitez pas à me contacter en composant 274-2638,  
ou 745-0682. Une entrevue avec vous serait pour moi  
des plus utiles.

Veuillez accepter, Madame, Monsieur, l'expression de  
mes sentiments les plus distingués.

  
Reine Maltais  
P.J.

REINE MALTAIS

Téléphone: 274-2638

Message : 745-0682

EMPLOI DESIRE : TECHNICIENNE EN VETEMENT FEMININ

QUALIFICATIONS: DEC en technique du vêtement féminin  
10 ans de pratique dans la confection  
6 mois comme dessinatrice-patronis-  
se et 1½ an comme conseillère-vestime-  
ntaire. Supervision d'un atelier  
de confection et commentatrice dans  
des défilés de mode.

JE CHERCHE UN EMPLOI A TEMPS PLEIN, PARTIEL OU  
CONTRAT.

SENS DES RESPONSABILITES, DETERMINATION ET DEBROU-  
ILLARDISE.

## CURRICULUM VITAE

REINE MALTAIS

5889, rue Saint-Denis  
Montréal, Qc  
H2S 2R4

Téléphone: (514) 274-2638 (répondeur)  
Message : (514) 745-0682

SCOLARITE:

1. Collège Marie-Victorin, Montréal 1984-1987
  - Diplôme : DEC en technique d'art vestimentaire
  - Spécialisation : Vêtement féminin
  - Cours suivis en : Dessin. Patron. Moulage. Confection. Management. Marketing. Histoire du costume. Fibre et textile. Chapellerie. Comptabilité. Informatique.
  - Projet de fin d'études : Préparation du défilé de mode annuel
  - Fonction: Régisseur général
2. Centre de formation professionnelle, Chicoutimi 1977-1978
  - Diplôme : Attestation d'étude secondaire
  - Spécialisation : Comptabilité
  - Cours suivis en : Dactylographie. Droit des affaires. Introduction à l'informatique. Comptabilité.

CONNAISSANCES SPECIFIQUES:

Opération du Gerber  
Manipulation de la surjetteuse, piqueuse, machine à bouttonnières et finition.

EXPERIENCES PROFESSIONNELLES:

1. Addition Elle, Montréal 1987  
Fonction : Conseillère vestimentaire  
Tâches : Conseiller les clientes de fortes tailles dans le choix de leurs vêtements. Placer les vêtements dans la boutique.  
Aptitudes développées : Capacité de communiquer au profit de la vente. Facilité de travailler avec une clientèle de fortes tailles. Perfectionnement de mon anglais.
2. Town & Country Uniforms, Montréal 1987  
Fonction : Dessinatrice-Patroniste  
Tâches : Faire des esquisses. Corriger et améliorer les anciens patrons. Monter des patrons à partir d'une photo ou d'une esquisse. Faire des marqueurs. Superviser le département de coupe. Contrôler les résultats en collaboration avec l'échantillonneuse.  
Aptitudes développées : Capacité d'assurer une supervision fonctionnelle d'employés. Approfondissement de mes connaissances de l'industrie manufacturière. Capacité de travailler sous tension.
3. Boutique Haute Couture Anita Roy, Montréal 1986-1987  
Fonction : Couturière de vêtements féminins  
Tâches : Mouler le vêtement sur une personne à partir d'une esquisse ou d'une photo. Corriger les lignes du vêtement moulé. Confectionner les vêtements. Conseiller les clientes lors de la vente. Concevoir l'esthétique de présentation de la boutique.  
Aptitudes développées : Aptitude à repérer les difficultés et à les résoudre. Facilité à mener plusieurs tâches de front et à prendre des décisions rapides. Capacité de saisir rapidement les besoins d'une clientèle.
4. Tissus & Tapis Madame Roy, Chicoutimi 1980-1984  
Fonction : Couturière en décoration intérieure  
Tâches : Répondre à la clientèle désirant des modèles exclusifs et les confectionner à partir d'une photo ou d'une description. Superviser les stagiaires. Procéder à la répartition des tâches dans l'atelier.  
Aptitudes développées : Aptitude à planifier et à organiser le travail d'atelier. Sens des responsabilités. Bonne communication orale.  
Réalisation : Mise sur pied du département de confection.

AUTRES EXPERIENCES DE TRAVAIL:

1. Fernand Maltais Terrassement  
& Embellissement inc., St-Charles de Bourget 1979-1984  
Fonction : Commis-comptable
2. Arvida Décoration, Arvida 1974-1978  
Fonction : Couturière en décoration intérieure

FORMATION PERSONNELLE:

1. Ginette Alyanak, Montréal 1987-....  
Cours suivi : Cours privé d'anglais 1hre/sem
2. CEGEP de Jonquière, Jonquière 1985  
Cours suivi : Dactylographie 180 heures

ACTIVITES PARA-PROFESSIONNELLES:

Participation au concours "Vision Mode". Fabrication d'un vêtement dans la catégorie "ville", présenté à un défilé de mode, 1987

Commentatrice et habilleuse à plusieurs reprises lors de défilés de mode, 1986-1987

INTERETS ET PASSE-TEMPS:

Intérêts : Lecture régulière de revues de mode et décoration, esquisses et dessins.

Passe-temps : Natation, danse aérobique, marche rapide.

RENSEIGNEMENTS PERSONNELS:

Date de naissance : 6 janvier 1958  
Assurance sociale : 461 218 208  
Langues parlées et écrites : Français, anglais fonctionnel  
Citoyenneté : Canadienne  
Permis de conduire : Classe 42

Phase 2 - Garment Plant Location Study

July, 1988

APPENDIX 2

Ballin Presentation